

COMMERCE

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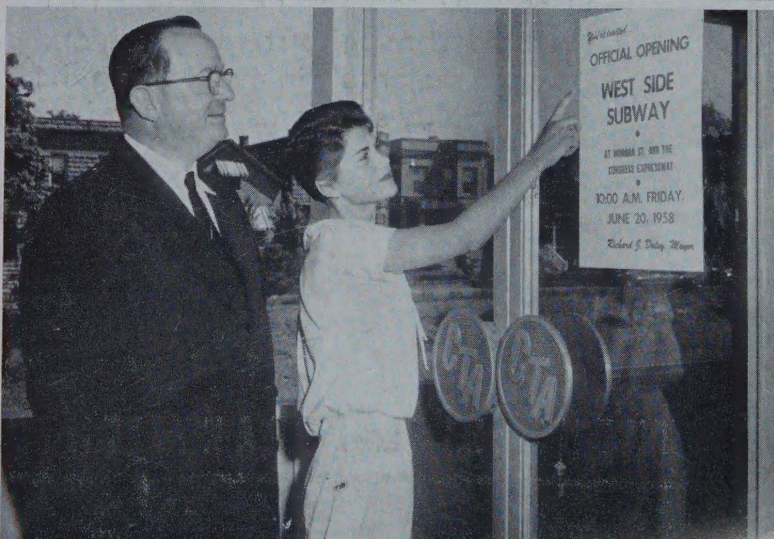


Another Chicago First
See Page 5

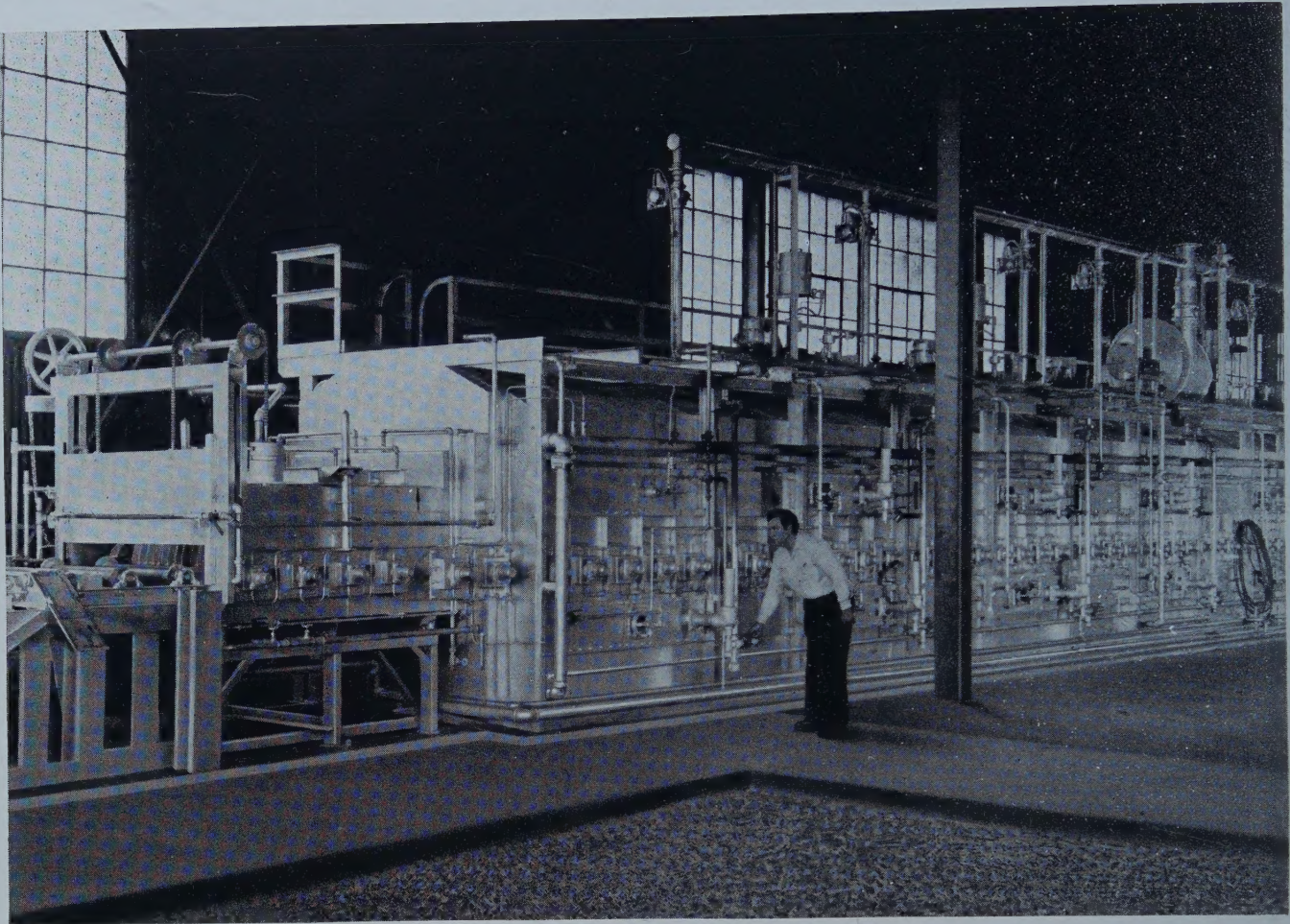
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from Outsiders



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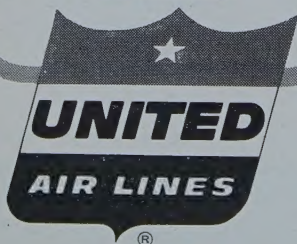
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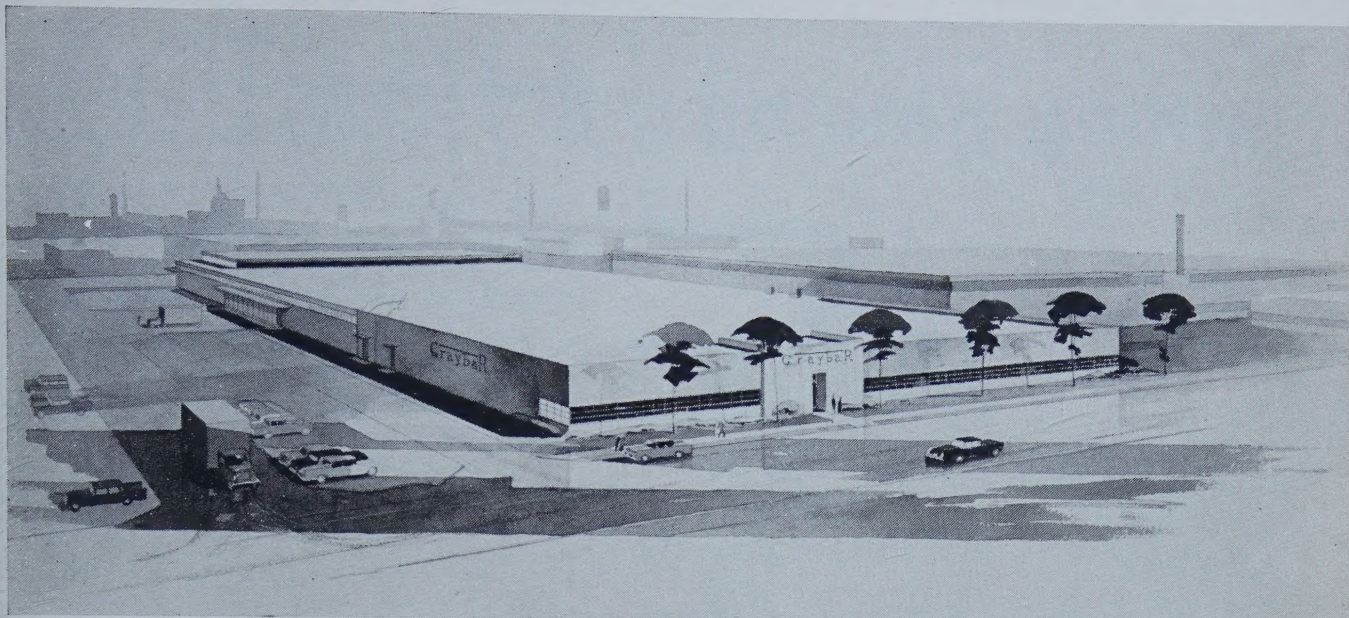
statistics of...

Chicago Business

	May, 1958	April, 1958	May, 1957
Building permits, Chicago.....	2,860	2,752	3,335
Cost	\$ 17,253,517	\$ 15,170,496	\$ 29,674,476
Contracts awarded on building projects, Cook Co. cost		\$ 67,757,000	\$ 73,384,000
(F. W. Dodge Corp.)			
Real estate transfers, Cook Co.	4,515	4,608	7,334
Consideration	\$ 3,156,339	\$ 2,773,920	\$ 8,890,994
Bank clearings, Chicago	\$ 4,785,165,770	\$ 4,711,202,175	\$ 5,117,656,170
Bank debits to individual accounts:			
7th Federal Reserve District	\$27,316,000,000	\$27,015,000,000	\$29,593,000,000
Chicago only	\$13,754,474,000	\$13,844,882,000	\$14,845,589,000
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks	\$ 3,781,000,000	\$ 3,870,000,000	\$ 4,112,000,000
Midwest Stock Exchange transactions:			
Number of shares traded	2,181,904	2,069,408	2,336,934
Market value of shares traded	\$ 70,987,322	\$ 71,174,147	\$ 77,884,262
L.C.L. merchandise cars, Chicago area	10,332	10,727	14,906
Electric power production, kwh, Comm. Ed. Co.	1,586,523,000	1,600,971,000	1,635,329,000
Industrial gas sales, therms, Chicago	13,339,051	13,686,329	15,682,811
Steel production (net tons), metropolitan area	1,213,100	1,086,400	1,782,000
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division	36,754,427	36,068,788	42,493,735
Rapid transit division	8,849,899	8,931,065	9,817,855
Air passengers, Chicago airports:			
Arrivals	436,611	426,844	442,668
Departures	442,471	433,040	453,370
Consumers' Price Index (1947-49=100), Chicago	127.0	127.0	122.2
Receipts of salable livestock, Chicago	370,300	386,778	395,809
Unemployment compensation claimants, Cook & DuPage counties	103,909	107,744	38,575
Families on relief rolls:			
Cook County		27,997	22,710
Other Illinois counties		19,319	13,521

August, 1958, Tax Calendar

Date Due	Tax	Returnable to
1	Franchise Tax becomes delinquent and penalties of 1% per month begin to accrue	Secretary of State
15	Illinois Retailers' Occupation Tax and MROT return and payment for month of July	Dept. of Revenue (Ill.)
15	If total Income and Social Security Taxes (FICA) withheld from employee, plus employer's contribution in July, exceed \$100, pay amount to	Authorized Depository



Rendering of New Plant recently completed for Graybar Electric Co., Inc.

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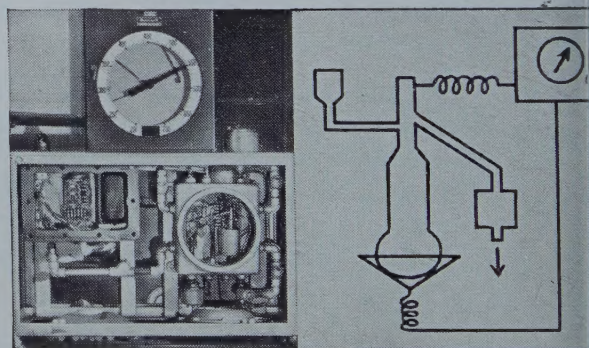
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COMMERCE

Magazine

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Alan Sturdy, Editor

Tom Callahan, Associate Editor

Gordon Rice, Advertising Manager

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Our Cover

Once again Chicago pioneers in a transportation development that is certain to have vast influence upon populous urban area transportation of the future in the United States and elsewhere. Its new West Side Subway is the first project ever conceived, planned, and constructed to combine rail rapid transit and a multi-lane automobile expressway in the same grade-separated right-of-way.

Our cover shows some of the newly completed rail operations. Clockwise: headed for downtown, this Congress Branch train running on its separated right-of-way, cuts the running time of the former Garfield Park line by 30 per cent; a Douglas Park train leaves the expressway at Loomis and connects with elevated tracks that will take it south and westward; the Halsted Street Station — after this stop, the eastbound trains enter the subway to continue the trip downtown; Miss Julia Rioridan, a stenographer in the public information office of the Chicago Transit Authority, shows V. E. Gunlock, CTA chairman, the official opening announcement signs posted on station entrances.

Said Mr. Gunlock at the official opening ceremonies: "We hope and believe that this marks the beginning of a new era in public transportation — an era in which automobiles and rapid transit can be integrated so that each performs the function for which it is best fitted, so that they complement each other and work together. Indeed they exist here side by side."

Similar facilities combining rail rapid transit and a multi-lane automobile expressway in the same grade-separated right-of-way are planned for the Northwest Expressway, which is now under construction; in the South Expressway, and in the Southwest Expressway.

Chicago pioneered in other mass transportation developments, among them was: the use (back in 1890) of a motorman's multiple unit electric power control which permits operation of multi-car trains from a single position; more recently Chicago pioneered in the use of the light-weight, fast-accelerating, fast-stopping rapid transit cars (seen on our cover); in centralized supervision of and communication with in-service trains; and a two-way train phone communicating system.



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The Editor's Page

Fore! It's As Simple as "e" = 1.

The scientists it seems have taken up research on the golf ball, not on the golf course but in their laboratories. This came about because of a rule, which many golfers probably have never heard about; namely, the USGA dictum laid down in 1942 that a ball shall not travel faster than 250 feet per second. The reason for the rule was that if golf balls were further improved, too many golf courses would become too easy. (?)

According to the "Industrial Bulletin" of Arthur D. Little, Inc., scientists have been called upon to answer such questions as these: "Does the present velocity rule sufficiently define or restrict the distance that the ball may travel when struck by someone who is a long driver? Can a long driver gain extra yards by using a certain type of ball that would not give a corresponding extra yardage to an average driver? What is the relationship between the compression, or hardness, of the ball and its performance when struck by the long driver and by the average driver?"

Naturally the scientists turned to mathematics to describe the behavior of a golf ball during impact. Their description certainly varies greatly from those sometimes heard on a golf course. But here it is:

"Central to the theory is the so-called coefficient of restitution 'e', defined simply as the ratio of the relative velocity of the ball and the club after impact to their relative velocity before impact. In an ideal situation, the ball after impact would travel away from the club at the same speed with which the club approached the ball before impact or, in other words, the value of 'e' would be 1. According to present thinking, however, no golf ball could possibly be developed with 'e'=1. It appears likely that present balls with an 'e' value of .75 to .80 for a very light impact and a value of .65 when the ball is hit hard are about as efficient as is practicable."

What we would still like to have the scientists explain is how we can get that maximum 250 yards straight down the middle?

For Modern Courts

Between now and election day, November 4, voters in Illinois will be hearing a great deal about the Blue Ballot judicial amendment to the state constitution. The Blue Ballot is intended to modernize and

streamline Illinois' archaic judicial system which today stands little different than when it was originally provided for in the Constitution of 1848.

The principle changes the amendment would effect would be to increase the authority of the Illinois State Supreme Court, simplify the court system, and modernize appellate procedures. The effect would be so clear crowded court dockets so cases could be handled in a reasonable time. The amendment would also eliminate justices of the peace and police magistrates. JPs and police magistrates under our present system are supported by the fees they levy, an arrangement hardly designed to guarantee complete judicial impartiality.

The amendment has been endorsed by both the Illinois and Chicago Bar Associations and by a great number of civic agencies, including the Chicago Association of Commerce and Industry. It has bipartisan political support, including that of both Governor Stratton and Mayor Daley.

The amendment does not change the present method of selecting judges which is highly controversial. This question is left for future action by the legislature.

Opposition has come largely from JPs and police magistrates who are understandably reluctant to see their jobs and fee system eliminated. They have sought to cloud the issue by injecting the question of home rule and local revenues. As a matter of fact, neither of these questions are at issue. The amendment does not affect local revenues and "home rule." Fine now retained by local communities will continue to be retained by the community unless the legislature uses its present power of deciding questions affecting local revenue and makes changes in the future.

There has also been some criticism that the amendment does not go far enough in strengthening the authority of the Supreme Court. Despite that criticism, however, the Blue Ballot provides a great step forward toward its objective of "equal justice through modern courts." It deserves the favorable vote of every Illinoisan next November.

Alan Sturdy



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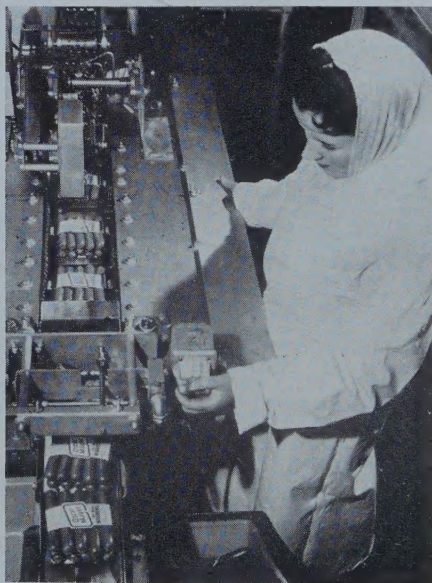
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Here...There... and Everywhere

• **Milestones**—Celebrating 75th anniversaries this year are the following companies: *Oscar Mayer and Company*, meat processing firm, started as a small meat market operation on Chicago's near North side by two young German immigrants, Oscar F. and Gottfried Mayer; *Hinckley and Schmitt*, dispensers of bottled drinking water, started by a pharmacist's apprentice, George J. Schmitt, Jr., as a sideline in the Palmer House drug store; *The Harrington and King Perforating Company, Inc.*, specialists in the design,



Hot dogs being packed at Oscar Mayer and Company, where they've been in the meat processing business for 75 years

development, and fabrication of perforated sheet metals and other sheet materials, started on the southwest corner of Washington and Jefferson Streets in Chicago; *Pullman Banking Group*, consists of Pullman Trust and Savings Bank, Standard State Bank, and State Bank of Blue Island. Celebrating its 50th anniversary this year is *Chicago Apparatus Company*, a scientific equipment supplier, started supplying laboratory apparatus needs of high schools and col-

leges since industrial laboratories were virtually non-existent at the turn of the century. Celebrating its 190th anniversary; *Encyclopaedia Britannica*, published by the University of Chicago which received the publishing firm as a gift in 1943 from Sears, Roebuck and Company.

• **Foreign Trade Handbook**—The Chicago and North Western Railway has published a 56-page handbook on foreign trade. It was prepared by the road's new foreign freight department primarily to acquaint its agents and sales personnel with the intricacies of foreign trade but is now available free to midwestern shippers. For a copy write to R. Degnan, General Agent, Foreign Freight Department, Chicago and North Western Railway Company, 400 W. Madison Street, Chicago 6, Illinois.

• **Giant Generator Installed**—The country's largest generating unit, capable of producing enough electricity to serve 500,000 homes, has been placed into service by Commonwealth Edison Company at its Waukegan generating plant. A single boiler 16 stories high, burning over 3,000 tons of coal a day, produces steam to power the new 305,000-kilowatt unit.

• **Defense Spending**—Don G. Mitchell, president of Sylvania Electric Products, Inc., estimates that \$4.3 billion will be spent on electronic defense by the Armed Services this year, or a sum exceeding the industry's total in all fields ten years ago.

• **Record Savings Gain**—The first quarter of 1958 produced a record \$5.2 billion net gain in liquid savings at financial institutions according to the Quarterly Letter of the United States Savings and Loan

(Continued on page 26)



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Trends . . . in Finance and Business

• *School Needs in Decade Ahead*

—Public school costs will at least double by 1970 and require major tax boosts if past and present expenditure trends continue. This is the conclusion reached by Roger A. Freeman in his study, "School Needs in the Decade Ahead," just released by the Institute for Social Science Research in Washington, D. C.

Mr. Freeman estimates that a doubling of school expenditures would call for tax increases of approximately this magnitude: an additional three per cent retail sales tax, or an additional state personal and corporation income tax of about twice the present average severity, or a two-thirds boost in property taxes, or a 20 per cent increase in the basic rate of the federal personal income tax.

Although substantial boosts in school funds in the years ahead are inevitable, Mr. Freeman declares that the size of the increases "depends, above all, on how efficiently school funds are spent". He points out that no increase in the tax burden would be necessary if school costs were to rise in proportion to the number of pupils, because higher tax yields resulting from the growth of the national income should parallel enrollment increases. However over the last quarter century only one-fourth of the increase in school expenditures was accounted for by added enrollment and higher prices. School costs per pupil in constant dollars have doubled every 20 years since 1900.

Noting that education is now the largest item of governmental expenditure in the United States next to national defense, Mr. Freeman declared that it has grown faster than other public services or personal consumption although enrollment in public schools increased at a

lesser rate than the population of the United States since 1900. He added that an increasing percentage of children attend nonpublic schools. "Between 1940 and 1956 nonpublic schools grew four times faster than the public schools."

Mr. Freeman said that education in the United States is better supported financially than in other countries, including the Soviet Union, and that expenditures for all education (public, private, higher, and lower) in the U. S. have grown from 1.4 per cent of the national income in 1890 to 5.75 per cent in 1958. They total \$20.4 billion this year.

• *Retail Prices Hold Steady*

—The continuous rise in retail prices over the past 25 months was all but halted in May according to the National Industrial Conference Board's monthly consumer price index. A slight rise of 0.1 per cent—the smallest increase recorded thus far in 1958—leaves the May index virtually unchanged from the preceding month. Most of the cities surveyed monthly showed price declines including New York City, which dropped for the first time in fifteen months.

The May figure brings the all items index for the United States to 107.3 (1953=100), which is 3.1 per cent above year-ago levels. The purchasing power of the consumer dollar remained unchanged over the month at 93.2 cents (1953 dollar =100 cents), which was 2.8 cents below the May, 1957 value. Over the month, transportation costs rose 0.3 per cent, food was up 0.2 per cent, and sundries 0.1 per cent. Housing remained unchanged from the previous month and apparel costs were off 0.2 per cent.

The relatively small increase in

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food costs was the result of continued substantial price hikes for meats and fresh fruits and vegetables, while smaller increases were registered for cereal and bakery products, sugar and tea. Price cuts for fresh milk, butter, cheese, coffee, and fats and oils could only partially offset these advances. The transportation index moved higher for the first time since the introduction of the 1958 automobile models in the Fall of 1957. Renewed strength in the used car market, combined with higher gasoline and auto upkeep charges, more than offset the continued price weakness of new cars. Higher public transportation rates also contributed to the rise.

The sundries index moved up fractionally because medical and personal care were more expensive. Housing costs remained unchanged over the month as advances for service items were offset by price declines for goods. Among the items advancing were rent, gas rates and household operations. Declines were registered for fuels, and housefurnishings and equipment. Apparel was the only major commodity group to register a decline over the month. Both men's and women's clothing were less expensive, with price cuts scattered throughout the groups.

Compared with a year ago, all commodity and service groups were higher. Food registered the largest increase of 6.6 per cent and sundries were 3.0 per cent higher. Housing and transportation costs both were up 1.3 per cent, while apparel advanced 0.8 per cent.

• Story of U. S. Finances —

The federal government took in about two-thirds as much again in budget receipts in the last ten years as it did in the entire preceding 159-year history of the Republic, a period including World War II, the costliest war in all history. Despite this enormous harvest of revenues, amounting in all to well over half a trillion dollars, the federal budget wound up substantially "in the red" for the 1948-57 period as a whole, and with the public debt within striking distance of its all-time high.

The disconcerting aspect of this showing is that it occurred during the greatest period of prosperity that the nation has ever known. Between 1947 and 1957, for example, the

(Continued on page 27)

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Economic Comparison of USA and USSR

By TOM CALLAHAN

**Here's an up-to-date study of the current economic capacity
and future economic potentials of the Soviet system**

Recently Premier Khrushchev of the Soviet Union said: "We shall conquer capitalism with a high level of work and a higher standard of living." And he promised that the Soviet Union would take the lead in economic competition within a short time. How's he doing? Within the limits of known fact, what are the dimensions of the Soviet's economic strength? How does it compare with that of the United States?

The answers to these and many other questions comparing the Soviet economic resources to our own are contained in the 1958 Annual Chart-book of the National Industrial Conference Board, Inc. The following article is a digest of the materials contained in the booklet. Copies of the complete report, "Economic Comparisons — USA/USSR" may be purchased directly from the Conference Board, 460 Park Avenue, New York 22, N. Y. Price: \$1.50.

THE Soviet Union has a physical area nearly three times that of the U. S., but so much of it is wasteland that the amount under cultivation is only 17 per cent larger than that in America. The gap between the two populations has nar-

rowed from 60 million persons in Russia's favor in 1940 to 32 million in mid-1956, when the Soviet population stood at 200.2 million and the U. S. at 168.2 million. Primarily because of war, women account for 52.9 per cent of Russia's population and only 50.4 per cent of America's.

Many Urban Centers

But more clearly indicative of differences in economic structure is the proportion of people living in urban areas — nearly two-thirds in the United States, slightly more than two-fifths in Soviet Russia. However, Russia has many large urban centers (including suburbs): two cities with more than a million inhabitants (15 in USA); 20 cities with half a million to one million (31 in USA); and 112 cities of 100,000 to 500,000 (151 in USA). While 57 per cent of the Russian people lived in rural areas in 1956, even this relatively large proportion represents a striking shift within three decades, as 82 per cent were counted as rural in 1926.

More than one-third of the Russian population of working age was employed in agriculture in 1956, compared with less than one-tenth of the comparable population in America. The USSR can find more workers for its industries and services only by withdrawing manpower

from the farms and military service, which helps explain Russia's current drives for increased productivity on the farms and for a reduction in the size of standing armies.

A clue to the differences in the levels of living in the Soviet Union and the United States is found in the proportion of nonfarm workers engaged in trade and services — 42 per cent in the United States and 24 per cent in the USSR. These activities cater largely to personal consumption. On the other hand, Russia allocates a larger number of workers, absolutely and relatively, to industry (manufacturing, mining, and electric utilities). Both countries show heavy concentrations of employment in the metal, metal-working and machinery branches of industry. But the Russian statistics do not reveal the "mix" of employment within the metals industry. It would certainly show a high proportion of workers engaged in capital equipment and military hardware and only a small proportion on consumer durables.

Despite lavish use of manpower on the farm, the Soviet Union in 1957 produced only 71 pounds of meat per person, compared with 226 pounds in America; 49 pounds of sugar, compared with 100 pounds in America; and 0.6 tons of grain, compared with 1.1 tons in America.

In the post-Stalin period there has

← Moscow: Modern Russia makes women the full equals of men, especially in the labor field where they engage in every type of work. United Press International Photos



United Press International Photos

The corner of Gorki Street and Manege Square in Moscow, Russia has two cities with more than one million inhabitants. There are 15 in the United States

been a growing recognition of the inadequacy of the incentives provided farm workers. Prices paid for crop and livestock products have been increased, and relatively more consumer goods have been made available. A more recent reversal in policy is the breakup of the machine-and-tractor stations and sale of their farm machinery to collective farms. The Kremlin expects this increase in local responsibility for farm production to result in higher yields. The expansion of the sown area to the virgin semi-arid lands of Kazakhstan and Siberia has yet to prove its worth conclusively.

Two Reasons for Lag

There appear to be two reasons for this lag in Soviet farm production. First, Soviet leaders decided years ago to stress production of armament and heavy producers' goods and to slight investment in agriculture. In 1956, Russian farms had only 900,000 tractors and consumed just three billion kilowatt hours of electricity. In the same year, American farms had 4.8 million tractors and used 22.1 billion kilowatt hours of electricity.

Secondly, Soviet nationalization of the land, compulsory delivery of crops to the state at low prices, and a persistent shortage of manufac-

tured consumer goods have crippled the Russian farmer's incentive to produce.

Energy sources, combined with transportation facilities, are important in the industrialization of a country as large and as populous as Russia. The main source of energy in the USSR has been coal.

In the United States, coal production has been declining for several decades as competitive sources of energy have been substituted. Even so, in 1957 Russian coal production was only 85 per cent of United States production (in energy equivalent). Soviet production of petroleum and electricity amounted to less than one-third of the United States output. Between 1950 and 1957 Soviet coal production expanded by 77 per cent, electricity by 130 per cent, petroleum by 159 per cent, and gas by 226 per cent. The Soviet leaders have planned large rates of expansion of various types of energy, and it is unlikely that Soviet industrial expansion will be seriously handicapped even if these rates of growth are not maintained.

The transportation network, on the other hand, probably continues to be a drag on Soviet economic growth. By comparison with the United States, the Soviet transport system seems inadequate. In the USSR more than four-fifths of all

freight traffic moves by rail—in the United States less than half. The Russian people also rely chiefly on the railroad for their interurban travel—81 per cent of all passenger miles in Soviet Russia were covered by rail; in the United States, 88 per cent were accounted for by private automobiles. There was a vast difference in the volume of interurban passenger traffic—110 billion passenger miles in the USSR and 699 billion in the United States.

United States railroads operate 234,000 miles of track, the USSR 75,000 miles; American shops turned out two and one-half times as many freight cars and locomotives in 1957 as the Soviet Union.

Concentration on expanding capital-goods industries, especially those supplying military needs, has been a prime objective of Soviet leaders for more than a quarter of a century. In basic materials, such as steel and cement, Soviet production in 1957 was about half that of the United States.

However, Russia's rate of expansion in these industries in recent years is significant. For example, steel tonnage nearly doubled and cement tonnage nearly tripled between 1950 and 1957. Recent exports of Soviet aluminum to Great Britain indicate that Russia's aluminum industry has reached maturity.

USSR Tool Industry

Soviet production of power driven presses and forges in 1956 was 85 per cent of United States production, and some analysts claim that the Soviet machine-tool industry is larger than that of the U. S. On the other end of the scale, Russia produced only two million electric motors in 1956 compared with 59.4 million electric motors turned out in America in 1956. In the U. S., millions of these motors are used in household appliances—items which are scarce in Russia.

While the precise rate of Soviet economic expansion remains to be debated among specialists in Russian statistics, the fact of that expansion cannot be denied. This growth of the Soviet economy is reflected in its foreign trade and aid.

Foreign trade of the USSR (exports and imports combined) expanded by 150 per cent between 1950 and 1957, and trade with non-

communist countries by 200 per cent between 1950 and 1956. The faster rate of expansion in trade with neutral or noncommunist countries is probably a deliberate policy entered into for reasons of power politics. Purchase of Burmese rice or Egyptian cotton at the asking price when these commodities went begging for buyers in the international markets might be foolish economics—but smart politics.

On the export side, it is significant that the Soviet Union is exporting processed commodities as well as raw materials. In fact, metals and machinery and equipment amounted to as much as one-third of all exports in 1956. Russia's growing ability to compete in foreign markets is illustrated by her recent exports of aluminum to Great Britain at prices below those set by American producers.

Economic Aid

In the field of economic aid to less-developed countries the USSR has also become a competitor to be reckoned with. Although its cumulative commitments for nonmilitary aid to the free world since the end of the Korean War—chiefly in the form of long-term-low-interest loans—totals only one-fifth those of the United States, it must be remembered Russia seriously entered this field only in 1956. And its aid program is focused largely on the neutral countries in Asia and Africa. American aid is split nearly equally between the free countries of Europe (but including Yugoslavia) and the free or neutral countries of Asia and Africa.

The lessons of the rebellions in East Germany, Poland, and Hungary, coupled with the popular clamor for a higher standard of living in the Soviet Union itself, have not been lost on the Soviet leaders. Nor have they overlooked the propaganda value of successful economic competition on the uncommitted nations of Asia and Africa.

How did Russia and the United States compare in food and clothing in 1957? Despite some expansion in recent years, Soviet production per capita for most items fell far below American levels. The single exception was fish—where per capita production was equal. But Soviet per capita meat production was only

(Continued on page 22)



Men under arms in the Soviet Union exceed the number in the United States by at least 43 per cent



One of the buildings of a recent housing development in Moscow. The USSR per capita living space is 60 sq. ft.; the U. S. is 340 sq. ft.



Russian women shopping for stockings. It takes seven hours of wages to buy a pair in Russia compared with less than a half hour in the U. S.

Are Executive Tensions A Business Legend?

By JUNE BLYTHE

FOR some years now the American executive has been the not-too-reluctant subject of copious concern. Business and industry were accused of piling undue burdens on their most highly prized—and priced—personnel. Overloading the lead horse, warned the experts, could endanger his health, happiness, and ultimately his value to the company.

Real or imagined, the plight of the management man stirred up a storm of depth interviews, a flurry of executive seminars that flirted with group therapy, and a spate of books and articles singing the bosses' blues. One series, which took on the proportions of a national debate, even probed the effects of corporate conviviality on executive home life, with the wives, of course, choosing up sides.

Unadorned Fact-Gathering

A bit belatedly, the Life Extension Foundation, Inc., has thought to ask the executives themselves. And with wry wisdom, the Foundation's 49 questions included some unadorned fact-gathering, such as the number of business-social dates per week and the amount of business travel away from home.

In a survey of "Executive Tension in Business," the Foundation sent a four-page questionnaire to 10,000 businessmen at all management levels. The 6,013 returns represented 179 companies in 25 different industries from all 48 states and 12 foreign countries. All age groups in 18 management occupations were included.

In its foreword to the report on the survey results, the Foundation comments: "Tension is as important

an element of living as hunger or thirst. Like fire, it can be invaluablely useful when controlled, but, unharessed, its effects can spell disaster. In business, as in every other aspect of life, tension furnishes interest and excitement, incentive and ambition and promotes achievement and happiness. . . .

"This study, then, is based on the practical premise that occasional tension is good for all men, but the presence of constant stress is harmful both to mind and body."

Differing Tolerances

Other and more fundamental research has shown that human personalities possess differing tolerances for tension. Like beauty in the eye of the beholder, anxiety has its well-springs within the individual. The Foundation study does not attempt to delineate the kinds of individuals who become executives; and conceivably, low tolerance to tension may screen out some hopefuls on their way up.

But the study offers abundant answers on how the survivors feel about their jobs. Of the 6,000 responding executives, 81.2 per cent like their jobs very much, and 78.5 per cent do not feel they are overworked.

Unfortunately, the survey didn't x-ray those commuter briefcases—now it may never be known what the businessman's traditional tote-bag really hides. But over two-thirds of the executives (70 per cent) said they never or only occasionally take work home, and 74 per cent spend less than five hours a week at home on office work. Almost 80 per cent

like to take work home, or do so with reasonable willingness.

Still another stereotype now shattered is that of the harried tycoon taxiing from date to date. Queries on entertainment reveal that 80.1 per cent of the executives attend business luncheons no more than twice a week; 89 per cent average only one evening business date a week; and almost 90 per cent average no more than one week-end business date per month. And with pure heresy, most of them say they like it! Almost three-fourths report they enjoy business entertaining, and 79 per cent like business luncheons.

The ever-ready suitcase and well-worn travelcard likewise fade in significance with the revelation that almost a third of the businessmen do no company travelling at all, while another 38.9 per cent are away from home on business only one to five days per month. Over two-thirds say they enjoy business travel.

Neither job requirements nor personal attitudes toward them, observes the Foundation, can accurately be said to produce tension. Over three-fourths of the men queried like their work and enjoy its demands.

Another proved area for the breeding and growth of tensions lies in inter-personal relations. Here the Foundation bore down with a series of provocative questions, apparently designed to trigger any hidden hostilities into the open.

Asked the survey, "Do you feel that your superior is stealing all the glory while you do all the work?" A resounding 94.4 per cent answered, "No!" Only 1.1 per cent said they did not feel free to express themselves to associates, especially superiors, without fear.

Executive Wives

On the domestic relations home front, executive wives are either artful dissemblers or genuine helpmates. In any case, they seem to successfully supply the requisite emotional support, for among their top-level husbands, over 82 per cent feel their wife's attitude is encouraging and helpful. Over three-fourths report their wife enjoys business entertaining, and 87.7 per cent find their wife indulgent of business homework.

How about economic security and

(Continued on page 31)

GEORGE Adams, a husband who does kitchen chores occasionally, got an idea for improving the refrigerator. Unable to find enough room for left-overs, he figured that if the top shelf had a few hooks suspended from it at strategic points, he could hang small pails in some of the waste space.

Unskilled in the ways of engineering and invention, George did not try to develop the idea. Instead, he wrote a letter to the refrigerator manufacturer, describing and offering it for consideration.

For the next several days he waited hopefully but naively for a check or an invitation for an expense-paid trip to the company's office to discuss the matter. His hopes soared when the mail man delivered a fat envelope bearing the company's name. "Maybe they are buying it," he remarked excitedly as he tore it open.

No check fluttered out. There was only a form letter from a company official along with a 12-page booklet outlining the company's policy governing the submission of suggestions from strangers.

Receive Thousands

Thousands of customers and friends of the company send in their ideas every year, the letter said, and such interest is appreciated although only a few of the submissions are new and useful. Before the company would even consider George's suggestion, it was explained, he must study the booklet carefully and sign a statement accepting certain conditions. The conditions imposed by the company were specific and detailed; they were all worded to keep the company free from any obligations.

His hopes, faded, but George signed an "acceptance of conditions" form and returned it to the company. Many weeks later he got another form letter rejecting his suggestion.

There are hundreds of thousands of people like George who visit or write to large companies offering tips for new or improved products, packages, or merchandising schemes. Most of them are disappointed.

Some of the contributors do not expect compensation. They are men and women who hate to see an idea go to waste; they cheerfully offer it to a company which has their good

How Some Firms Handle Ideas From Outsiders

By FRANK M. KLEILER

will, and they anticipate only the satisfaction of performing a service.

These well-meaning idea men constitute a serious public relations problem for most companies. In large firms a suggestion, either good or bad, usually is handled as carefully as though it were a package of radioactive material. There is a constant risk of expensive litigation and bad publicity over claims that the company used a submitted suggestion without paying for it.

A disappointed inventor whose idea has been turned down often does more damage to the company's reputation than a hundred satisfied customers can off-set. This is true even when the person submitting the idea had no hope of making a fortune from it. Most of the people who send in suggestions have been using the company's products, and the company faces the risk of losing a good customer every time the customer sends in an idea. If not handled right, the good will behind a suggestion can turn to resentment.

Not Welcome

Firms which encourage their own employes to submit ideas do not necessarily welcome ideas from outsiders. Because so few suggestions from outside have any practical value, the costs of handling the thousands of submissions usually outweigh the savings or profits from the usable ideas received. Many firms refuse to consider ideas from outsiders in an effort to avoid trouble, but most companies consider them without soliciting them.

Businessmen who have not yet faced up to the problem need to

determine whether they will even entertain ideas from outsiders. If the policy is to reject them, mail-handling personnel should be instructed to return suggestions to the submitter immediately, by registered mail, with an explanation of the company's policy. Preferably this function should be done routinely, without even letting the top managers see the ideas; the theory of this technique is to safeguard the big brass from accusations that they stole a stranger's idea if the idea happens to be similar to one already under consideration. If the policy is to be one of considering ideas from outside, however, a system for handling them needs to be carefully devised.

Special Units

Mindful of the pitfalls in dealing with strangers in such matters, large companies usually create special units to receive suggestions. The Goodyear Tire & Rubber Company, for example, has an "Outside Ideas Department" at Akron, and no employe or official in any other part of the company has any authority to receive, consider, or discuss any ideas submitted by outsiders except through arrangement by that department. In a pamphlet entitled "That Submitted Idea Can Be Dangerous" Goodyear gives instructions to employes on how to handle suggestions from individuals who are not on the payroll. Here, for example, is its advice on what to do when a written idea pops out of an envelope received in one of the many Goodyear offices throughout the country:

"Do not read more than is neces-

(Continued on page 37)



Business Highlights

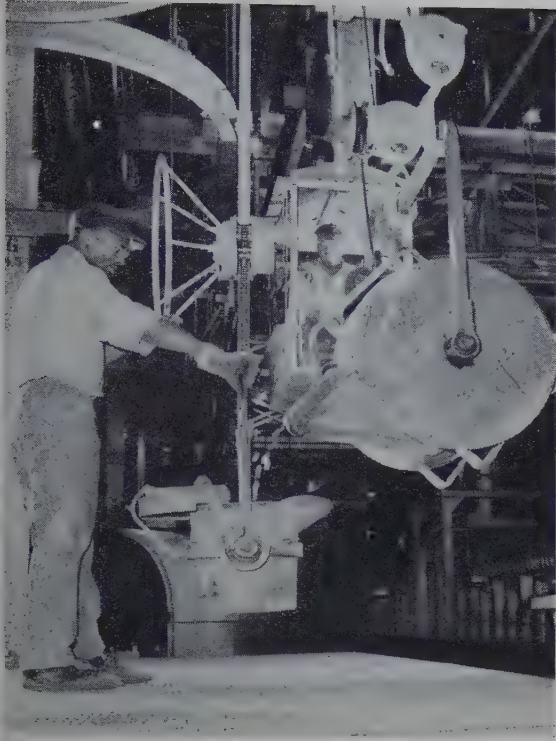
What will the year 2000 bring? Hal Thompson, financial columnist of the Chicago American (right), puts his "predictions of things to come" into the Allstate time capsule and Judson B. Branch, president of Allstate (left), enters his prediction of Allstate insurance business for 1981, the firm's golden anniversary year. The time capsules will be displayed in the lobby of the firm's new building now under construction in Skokie.



Above: William V. Kahler, president of Illinois Bell Telephone Company (left), presents the name plate from the old Morton Salt Building (now occupied by Illinois Bell) to Sterling Morton, chairman of Morton Salt. For luck Mr. Morton offers a gift in exchange, a block of salt. Daniel Peterkin, Morton president (center), looks on. The exchange took place at the dedication of the new Morton building on Wacker



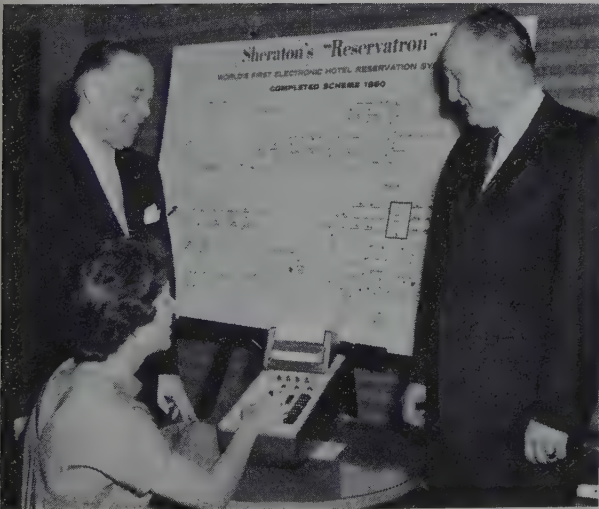
Though not a giant in the suspension bridge family, the bridge (left) is the only one of its type in Chicago. It crosses the Calumet River and connects Interlake Iron Corporation's Chicago facilities. The bridge's center span is 510 feet long. The main towers are 191 feet high. It, in effect, makes one plant out of two and will carry coke, gas, and steam



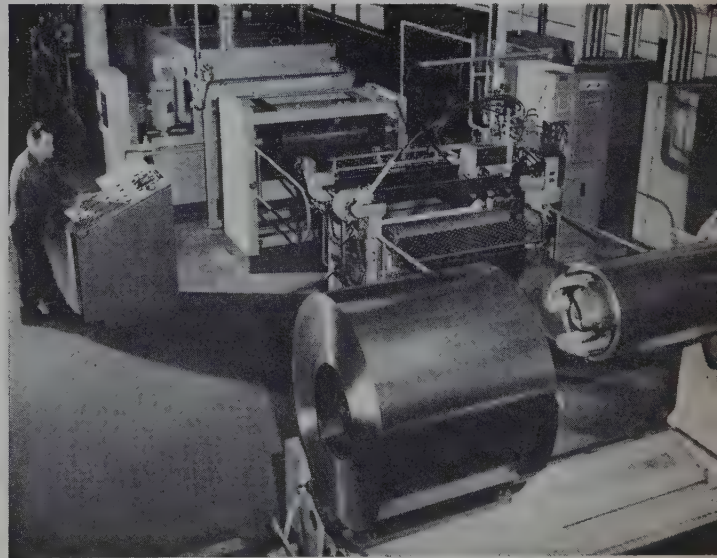
Playing marbles in a malleable iron foundry. Iron handlers at new Indianapolis Ewart foundry of Link-Belt Company practice pouring molten metals with ordinary glass marbles. The slick, fast rolling spheres simulate the action of molten metal and give the men the practiced touch necessary for pouring quality castings



Joseph L. Block (right), president of the Chicago Association of Commerce and Industry and Inland Steel Company, presents the 1958 "Industrial Good Neighbor" award to Judson E. Fuller, president of Harrington and King Perforating Company, for his firm's "industrial plant beautification program." The annual industrial good neighbor award was initiated by the Association in 1955 to recognize outstanding participation by Chicago-area industrial firms in making Chicago "America's Cleanest City"



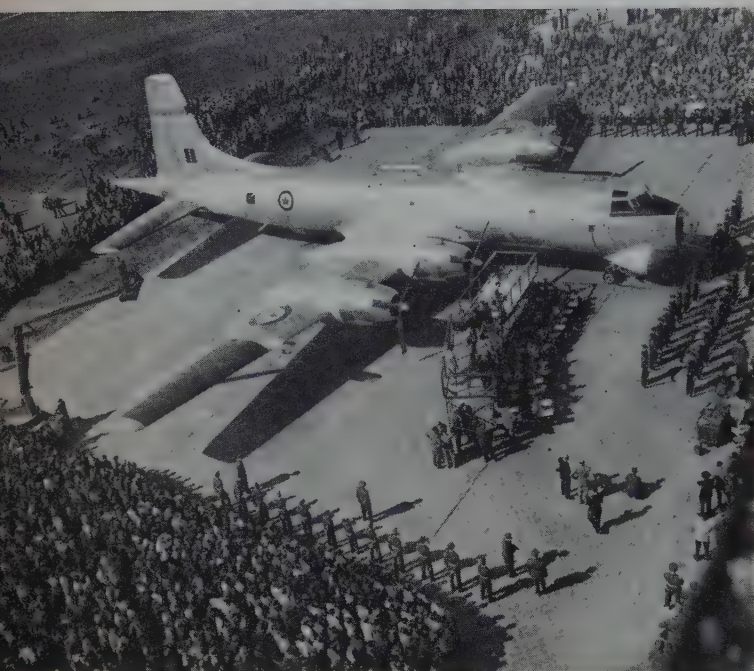
The general managers of the two Sheraton hotels in Chicago, Douglass M. Boone (left) and George D. Johnson, watch Mrs. Shirley Gaurloff, Sheraton reservation manager, operate the hotel chain's new "Reservation" machine. With the aid of this electric brain system, Sheraton hotels will be able to determine the availability of rooms in any of its 47 hotels within seconds and confirm reservations immediately



Beginning of the end—the remains of a 16,500 pound coil of steel plate unwind into the can making industry's only chemical treating line at American Can Company's new Hammond, Indiana, Coil Stock Plant. A new coil sits on a coil car waiting to be thrust onto the uncoiling mandrel. Ends of old and new coils will be spot-welded in shearing and welding machine (center) to provide a continuous strip through the processing baths which clean, chemically coat and cure the strip for use in "tinless cans". Console operator at left controls the operation

The Growing United States Stake

United States investments in Canada since the end of World War II; now



The largest aircraft ever built in Canada, CL-28 Argus, is shown here being turned over to the Royal Canadian Air Force by the manufacturer (Canadair Limited, Montreal) a subsidiary of an American company

By **JAMES MONTAGNES**

THE United States' stake in Canada has more than doubled since the end of World War II. Then United States investments totalled just under \$5 billion. Today, by official government figures, the stake has grown to about \$12 billion.

Canada's present ability to supply most of the oil it needs and to bring its own natural gas to all parts of the country, is due in a large part to United States investments. When in 1947 new big oil fields were found in the province of Alberta, Canadian-produced oil supplied only ten per cent of Canada's needs. Today about 65 per cent of all the oil and its by-products consumed in Canada comes from new wells drilled since 1947 in the three western Canadian provinces. It is estimated by the Canadian government that about 75 per cent of the oil companies are controlled in the United States.

While more U. S. money has been put into Canadian oil development than in any other single industry, Americans have invested widely in Canadian industry. Direct investments, according to the latest report on balance of international payments, now total over \$7.5 billion, more than three times the amount in 1945. Americans have invested almost \$2 billion in government and municipal bonds, and \$1.7 billion in other securities. The postwar developed investment funds now account for about \$250 million in U. S. funds, while miscellaneous assets are reported at about \$450 million.

The main impetus to American investment in Canada has been the development of natural resources, utilities, and other activities connected with their exploitation. In addition to petroleum development, Americans have been highly inter-

ested in the development of new iron ore and uranium ore sources. Entire new areas in Canada have been opened up because of the risk capital put up by American companies in their search for new iron ore deposits. The entire northern Quebec and Labrador areas of eastern Canada are now alive with producing and near-producing iron mines, with a railway now stretching far north of the St. Lawrence River to bring out the ore. Early development by American capital has attracted European capital which is now busy with iron ore deposits as far north as the Hudson Straits area.

U. S. Financed Uranium

Similarly, U. S. financed uranium prospecting has opened up vast fields in Ontario and Saskatchewan provinces. Uranium mines are now producing most of this valuable and strategic mineral on this continent. British capital has joined that of the United States and Canada to develop properties and start new communities in both central and western Canada.

Aluminum, nickel, pulp and paper, and chemical industries have also attracted nonCanadian capital. American newspapers use mostly Canadian newsprint, and American companies associated with large metropolitan papers have developed newsprint mills throughout eastern Canada. In the past few years these mills have been greatly expanded to meet the ever growing demand for newsprint. Aluminum refineries have been enlarged and entire new ones built on the Pacific coast and north of the St. Lawrence River at points where there is ample cheap hydroelectric power available.

U. S. direct investment is not limited to these major industries. New companies have been formed in Canada in recent years to manufacture parts for aircraft, radio aids to

In Canada

have more than doubled
total \$12 billion

air and water navigation, equipment for the construction and mining industries, as well as a large variety of consumer goods. One of the largest American flour milling concerns only recently decided to branch out to Canada to capture a part of the growing Canadian consumer market.

There are now close to 17 million people in Canada, almost five million more than at the end of World War II. Immigration has accounted for about 1,500,000 of this population increase, and more Europeans are still flocking to Canada by air and by ship. Demands of this increasing population have resulted in new industries moving to Canada from south of the international border as well as from overseas.

United States citizens account for about 77 per cent of all foreign investments in Canada, an increase from 60 per cent in 1939. United States government reports show that Canadian investments account for about 37 per cent of all U. S. foreign investments. There are some 3,800 Canadian companies controlled in the United States, an increase of over 1,800 in the past decade. While there are over 65,000 corporations in Canada, the 3,800 controlled in the United States are among the largest in the country.

Sources of Invitation

The fact that most such U. S. controlled companies do not issue separate financial reports for their Canadian operations, do not enable Canadians to buy stock in their companies, do not give Canadians important management posts, are sources of irritation to Canadians. Bankers, politicians, businessmen, and labor union officials are wondering if this excessive control by outside firms is beneficial to Canada's growth and the Canadian people.

Canadian tax laws, which pro-

vided special benefits for concerns with a small percentage of Canadian shareholders have been changed to eliminate this advantage. As a result a number of non-Canadian controlled companies have in the past year offered shares on the Canadian market and thus opened up their operations to Canadian investment.

Since 1950 a total of \$44 billion has been spent in Canada on capital construction, new machinery and equipment. Direct foreign investment in this program has amounted to \$2.5 billion, of which United States investors supplied the most. Much of the machinery and equipment in this industrial expansion program has been imported from the United States.

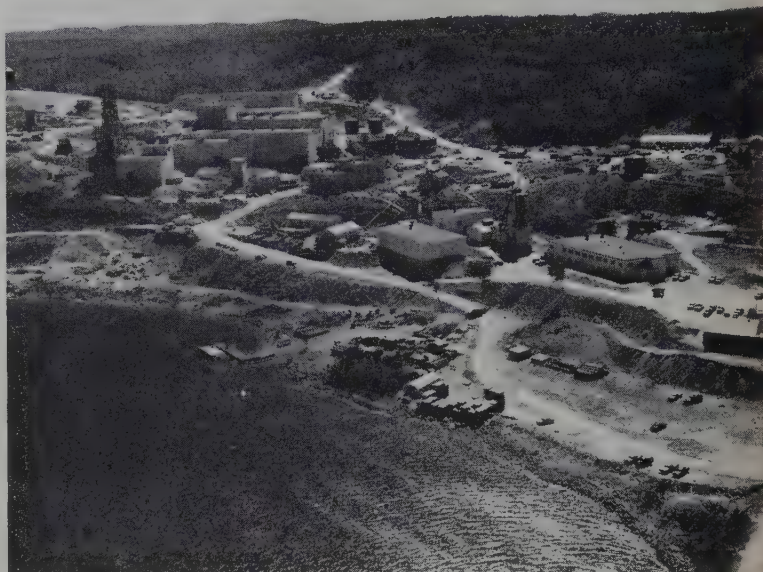
In the past few years American, British, and European capital has

been invested heavily in commercial buildings in Canada. Apartment houses, hotels, office buildings, warehouses, and shopping centers have been financed to a considerable extent by American capital from investment houses, insurance companies, and private individuals. Latest Canadian government figures show that of some \$650 million in real estate investments by non-Canadians, Americans accounted for \$370 million. More such commercial construction is being planned, including a \$100 million project in the center of Montreal.

This high percentage of foreign capital investment in Canada is not entirely new for Canada. Prior to World War I British capital was most prominent in Canadian economic development. The percentage



Most automobile factories in Canada are owned by American car manufacturers. Photo shows a section of one of the assembly lines at one of the larger plants (General Motors, Oshawa, Ontario)



American investors have a large stake in Canada's uranium mining industry. Photo shows one of the uranium mines in the Blind River area of Ontario



Three members of the newly organized Chicago Duplicate Printing Plate Council with the organization's emblem. They are, left to right: Elmer M. Schwartz, president of United Electrotypes Company; Harold A. Fleig, president of National Electrotypes Company and the Council and James P. Solin, vice president of Pontiac Graphics Corporation

Another Chicago Booster

Achieving recognition for Chicago as the world's center of duplicate printing plate making is the objective of a newly formed manufacturers' organization — the Chicago Duplicate Printing Plate Council.

"The production of electrotypes, stereotypes and other duplicate plates is a \$20 million-a-year business in Chicago," according to Harold A. Fleig, council president. "It is an indispensable part of the city's billion dollar-plus graphic arts industry. The new council will seek, through advertising and other promotion, to make Chicago business executives more familiar with the products and services available through our members."

More than 950 skilled electrotypers and stereotypers in Chicago are engaged in making plates for the commercial letterpress industry, Mr. Fleig reports. A high percentage of the output is used in publication advertising and in the making of folding paper boxes. Many of the modern platemaking techniques now used nationally were first introduced in Chicago.

has dropped and was at a minimum during World War II when the Canadian government bought up practically all outstanding Canadian securities in Great Britain. Since 1945 Britain's stake in Canada has again been increasing and is now close to \$3 billion.

The United States stake in Canada is, however, greater than that of Great Britain in the past century.

In addition Canadian trade with the United States is greater than it has been at any time with Great Britain. These facts make Canadians realize their dependence on the economic health of their southern neighbor. They do not want to be too dependent on the United States for either their investment capital or their imports and exports. They would like to see a more diversified market for

their goods and a chance to buy more merchandise and equipment in other markets. Canada's trade is world-wide today, but the bulk of it by far is with the United States. Some plans for equalizing imports and exports are underway: namely, to buy more from Great Britain and other Commonwealth countries who now buy more from Canada than they sell to Canada, and to bring Canadian exports and imports more in balance in trade with the United States.

Despite the large inflow of capital from the United States, Canadians also have more money to invest outside their country. Direct and portfolio investments of Canadians now total about \$3 billion in the United States, Great Britain and other countries. Canadians own a large number of merchandising ventures in the United States and Great Britain; including chain food stores, distilleries and breweries, and food processing industries. Canadian capital operates mines in Africa, utilities in Brazil, and manufacturing plants throughout western Europe and Australia. Canadian investments in the United States total about \$2 billion.

Although investment money has been flowing into Canada in unprecedented amounts since 1949 from all parts of the world, there is as yet no appreciable slackening of interest in Canada as an investment market. European capital, especially from Switzerland, Belgium, France, and West Germany, has come in large volume the past two years. British manufacturers and investors are also putting large amounts of money into Canadian subsidiary plants as well as into commercial real estate properties. The large volume of investment by United States citizens in Canada's future is being followed by others. Canadians welcome this interest in their country and its rapid industrial expansion.

USA and USSR

(Continued from page 15)

about one-third of the American standard. For grains and refined sugar, Russia achieved about half the United States per capita output. Only in milk and butter production is Krushchev's boast of superiority in the near future likely to be confirmed.

Staple items of clothing or fabrics,

Yours FOR THE *Asking!*

CHICAGO BUYERS' GUIDE

published by the Chicago Association of Commerce and Industry

twenty-third edition / 1958

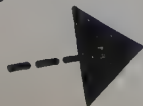


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except woolen cloth, show the same disparity. None of these commodity comparisons makes allowance for quality differences.

It is generally accepted that the higher the proportion of consumer expenditures on necessities, the lower is the general standard of living. In the Soviet Union in 1956 three-fifths of all expenditures at retail were for food. In the USA they were less than one-half. For textiles and clothing, the Russian consumer spent more than one-fifth of his retail ruble, the American consumer slightly more than one-eighth of his retail dollar. As a consequence, the Soviet citizen's expenditures on other items — loosely defined as "luxuries," that add spice and variety to everyday living — accounted for less than a fifth of his retail ruble. The American spent double that proportion.

Housing and Durables

Russia's situation in the fields of housing and consumers' durable goods is even less favorable than in food and clothing. Housing figures indicate that a Russian occupies only 18 per cent of the dwelling space of an American. A study prepared for the Joint Economic Committee of Congress illustrates this difference

by asking us to "... suppose, for example, that an average-size house in the United States, of about 1,000 square feet ... housed about 20 persons. ... That degree of crowding would approximate the housing situation in the USSR, where most families have only a single room in which all members sleep" and where, typically, kitchens and bathrooms are shared by several families. The persistence of this acute housing shortage throughout the entire life of the Soviet regime finally forced a promise from the leaders in 1957 that relief would be forthcoming over the next ten to twelve years.

As to consumer durables, the lag in Russia's output is dramatically revealed even when no allowance is made for her larger population. In 1957, only bicycles were produced in greater number than in the USA. In Russia it is a means of adult transportation; here it is a plaything or convenience of youth. Despite a decade-long decline in radio production, United States output of receiving sets was nearly three times Soviet Russia's. The contrast in the production of passenger automobiles (5,982,000 in the U. S. and 114,000 in the USSR) sharp as it is, overstates the consumers' position in Russia, since most of the automobiles pro-



"I blame my wife for my unhappy home life ... the happier I come home the unhappier she gets."

duced are assigned to government and party officials.

It is significant that Krushchev does not promise his countrymen more abundant supplies of consumers' durable goods, apart from housing. The severe suppression of standards in this area has made it possible for the Soviet Union to devote that much more of its resources to the expansion of its top priorities — capital equipment and ordnance.

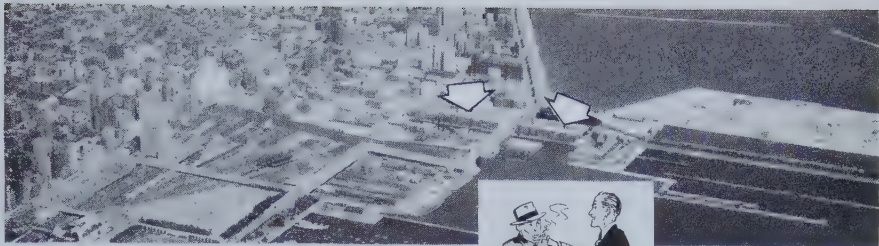
Problems of statistical comparability are as acute in the fields of services as in the production of goods. A doctor, for example, is not a standard unit of measurement if there is a variation in training, and some observers of the Soviet scene report that the amount of training given doctors is in many cases below that required in the United States. Training aside, Russia has a fifth more doctors per 100,000 population than does the United States. Dental care, on the other hand, must be widely neglected in the USSR, for one dentist serves an average of 8,300 persons. The average for one dentist in the United States is 1,700 persons.

In education, despite important differences in institutional arrangements and course contents, it is possible to compare school attendance and broad areas of specialization in higher education.

School Attendance

Although Russia's population is greater by 30 million, the USA has 3.3 million more children attending elementary classes. The starting age of seven in Russia and six in the United States explains a part of this difference. Larger numbers also attend secondary-level classes in the USA even when those enrolled in Russian subprofessional schools are counted as secondary school students. This absolute difference persists at schools of higher education. One-fifth of the U. S. population aged 18 to 24 years were enrolled in schools of higher education in 1956-1957, compared with one-twentieth of the comparable USSR population.

The differences in emphasis in higher education are strikingly revealed by the distribution of graduates by field of specialization. In the USSR 27 per cent of all graduates in 1955-1956 were engineers, and another 28 per cent had been trained in other sciences; comparable figures



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for the United States were eight and 21 per cent.

Soviet leaders face the problem of providing workers with incentives to produce capital goods and ordnance, but at the same time severely limiting the production and availability of the consumer goods they want. Money wages, therefore, must appear to be high. Yet effective demand for consumer goods must be suppressed by means of high prices, taxation (especially very heavy sales taxes), or compulsory loans. All these means have been used.

Just how high are prices — say in Moscow, as compared with those in

New York? This comparison can be made in terms of the work time an "average" worker required in each city in 1957 to purchase a staple item in his budget. A Moscow worker, for example, had to work 33 minutes to earn enough to purchase a quart of milk; a New York worker seven minutes. Only in the purchase of bread and potatoes was the difference in work time small. The largest relative difference among the items studied is the cost in labor time of a consumer durable — a table radio. Its purchase required one day in New York and 25 days in Moscow. If this comparison should make the

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American superiority in living standards over the Soviet Union cannot be taken as positive evidence of the lag in the Soviet economy. The primary Soviet goal for many years has been to match or exceed the United States in military power and heavy industry. Attention has been centered on the production of capital goods — the economic base for military production — rather than on making consumer items more abundant.

Men under arms in the Soviet Union exceed the number in the United States by at least 43 per cent, although the number of Soviet males of military age (18-44 years) in 1956 was only 27 per cent higher. By 1965, however, Soviet males of military age will outnumber those in the United States by nearly 40 per cent.

Russia's naval strength lies in her relatively large number of conventional submarines, destroyers, and auxiliary craft, while the USA has unsurpassed offensive strength with fifteen attack carriers and three submarines powered with nuclear engines and has sixteen more buildings or authorized. The USA has a greater number of active military aircraft.

Here, There and Everywhere

(Continued from page 8)

League. This was the largest quarterly increase in history. The previous high occurred during the second quarter of 1954, another low point in economic activity. All of the major institutional channels used by consumers for the deposit of savings — commercial banks, life insurance companies, mutual savings banks, and savings and loan associations — reported substantial increases over the first quarter of last year.

• **Traffic Toll and Claims**—Motor vehicle fatalities in the first quarter of this year resulted in 11,000 life insurance death claims for an aggregate of \$28 million, the Institute of Life Insurance reports. While the number of claims is about the same as a year ago, the dollar amount is \$2 million larger and is at a rate which indicates a possible annual toll this year of over \$120 million.



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• **Rail Dieselization** — Out of nearly \$14 billion which railroads have spent for new plant and equipment and improved services since the end of World War II, almost a third — \$4.5 billion — has gone for 24,042 new diesel-electric locomotive units. Diesels now account for 90 per cent of locomotive ownership and now perform better than 92 per cent of passenger and freight train service.

Trends in Business

(Continued from page 11)

Gross national product rose by more than \$200 billion, or 87 per cent, and incomes and other yardsticks of economic progress showed equally striking gains. The fact that the government spent more than it took in under such conditions is particularly disturbing since it is now embarked on another period of deficit spending for anti-recession purposes and to meet the Russian threat in missiles and rocketry.

Here is the greatest challenge facing the American people on the domestic front, one that transcends the current business adjustment from the longer-run point of view. Considering the growth record of the American economy and the inherent dynamism it has displayed, the present downtrend is certain to prove just another pause in the nation's long-term economic expansion and rising living standards, as has been the case in the past. But the problem of inflation-breeding government deficits is still to be solved. As it is, the cost of living has risen by 28 per cent from 1947 to date, and there is no certainty that it has stopped going up.

The following table gives a bird's-eye view of federal budget revenues

and expenditures (in billions of dollars, for fiscal year periods) from the beginning of the Republic to date:

Category	1789-1947	1948-57	1958-59(e)
Revenues	\$332.4	\$553.7	\$146.8
Expenditures	586.9	564.2	146.7
Military	358.2	334.1	90.7
Interest	41.9	61.8	15.7
All other	186.8	168.3	40.3

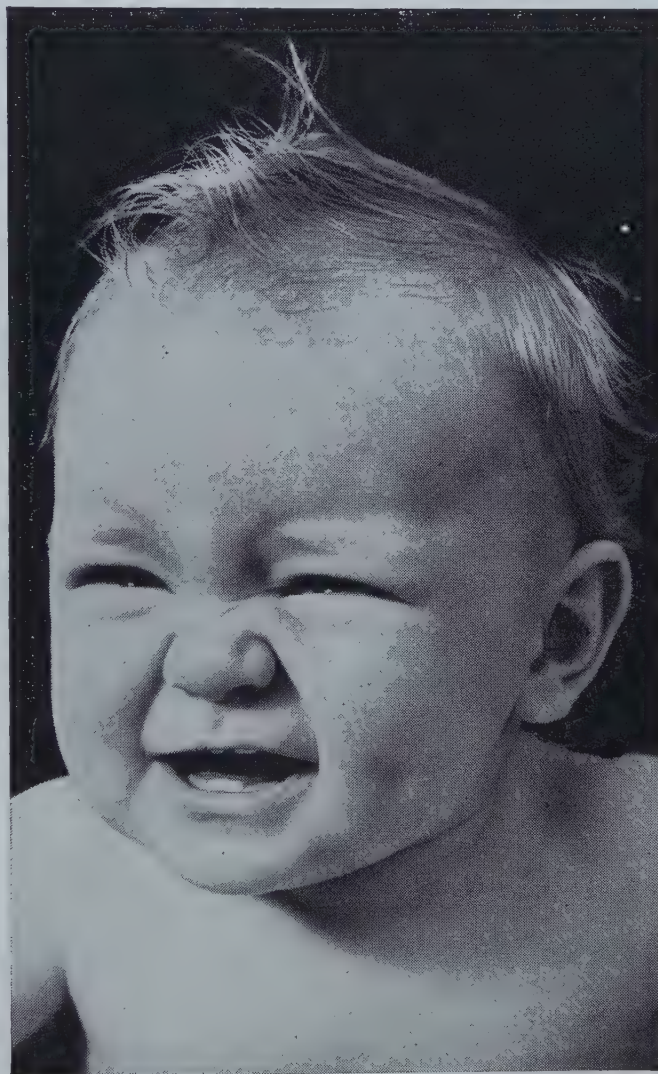
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Source: U.S. Treasury Department

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Taking the period between 1950 and 1956, and comparing the trend of family income levels and prices of new single family nonfarm homes between those years, the study concludes that the pricing of new houses seemed better fitted to income in 1950 than it was in 1956. Data are



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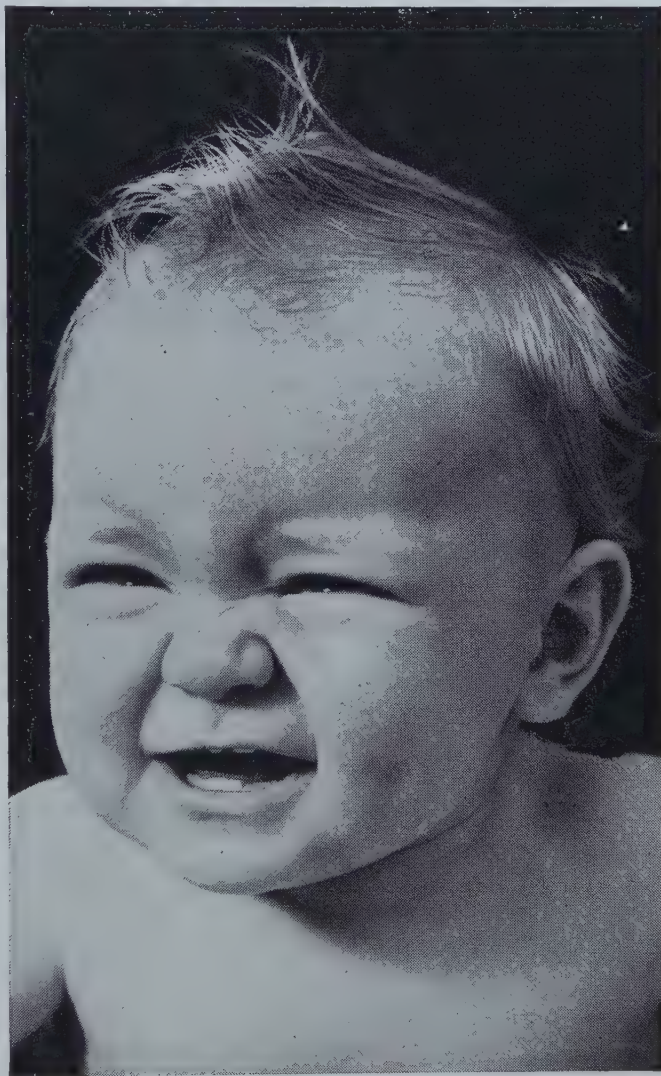
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not yet available to indicate whether this relationship changed since 1956.

The Department of Labor analysis of the housing market pointed out that a noticeable discrepancy seems to have developed between family income levels and the selling price of new homes since the turn of the present decade. In 1950, the figures show, close to a quarter of all American families had incomes of \$5,000 a year or more. This matched the proportion of all new one-family nonfarm homes that were built in that year in the upper new home selling price bracket then prevailing of \$12,500 and over. Using the accepted rule of thumb that the purchase price of a home should not exceed an amount $2\frac{1}{2}$ times the purchaser's annual income, the study says that there appeared to be no overbuilding in the higher-priced housing range in 1950.

By 1956, however, this relationship had changed. The figures show that a total of 33 per cent of all American families were then in the \$6,000 and over annual income bracket, a big upgrading in the intervening years; but the proportion of higher-priced homes increased even more in the period, with a total of 44 per cent of new single family nonfarm homes built in that year priced at \$15,000 and over. Leaving out rising costs of home maintenance, the uptrend in property taxes, etc., these percentage changes alone suggest that more homes are being built in the upper price range than are consistent with the proportion of families with incomes to qualify them as potential buyers.

The following table compares the changing distribution of family incomes and the selling prices of new one-family nonfarm homes between 1950 and 1956:

Income Groups	% of Home Total	Home Prices	% of Home Total
1950			
Under \$3,500	54%	Under \$9,500	44%
\$3,500-\$4,999	23	\$9,500-\$12,499	31
\$5,000 & over	23	\$12,500 & over	25
1956			
Under \$4,500	46	Under \$12,000	29
\$4,500-\$5,999	21	\$12,000-\$14,999	27
\$6,000 & over	33	\$15,000 & over	44

Sources: U. S. Bureau of the Census
U. S. Dept. of Labor



Industrial Developments

... in the Chicago Area

INDUSTRIAL development projects announced during the month of June included 26 projects totaling \$6,293,000, and bringing the total for the first half of 1958 to 146 projects valued at \$77,350,000.

These figures can be compared with 24 projects valued at \$13,125,000 in June of 1957, and a six month total last year of 164 projects valued at \$98,413,000.

Types of projects covered in this compilation include the building of new plants and the expansion of existing facilities as well as the purchase of existing plants or land for future industrial development.

• **Liquid Carbonic Division** of General Dynamics Corporation has acquired 100,000 square feet of floor area at 4400 W. 45th street in the Central Manufacturing District. The building has an inside switch track for six cars with air conditioned offices and cafeteria and large off street parking facilities. A. L. Helleyer and Company and Alfred Mitenberg and Company, brokers.

• **Rembrandt Lamp Corporation**, and its subsidiary Colonial-Premier Company, has acquired the one story building with 127,000 square feet of floor area at 4500 W. Division street, formerly occupied by Salerno Megowen Biscuit Company. The two purchasing companies are now located at 259 E. Erie street. Rembrandt manufactures table and floor lamps. Salerno-Megowen will soon occupy its new plant, near completion in Skokie. J. J. Harrington and Company, broker.

• **Victor Chemical Works**, with offices at 155 North Wacker Drive and its principal plant in Chicago Heights, has begun work on the first unit of a large research laboratory which will increase the company's research activity in a major way. For

sixty years Victor Chemical has been an important producer of phosphorus, phosphates, and inorganic and organic chemicals. It will complete the new unit early in 1959. The air conditioned laboratory for food chemical research will release space in the present laboratory building for research in other fields. Pace Associates, architect.

• **Jewel Tea Company** is adding a new warehouse structure at its headquarters in Barrington which will contain 160,000 square feet of floor area. The building was designed by A. Epstein and Sons, Inc., serving as architect and engineer; Harold Gunnarson, general contractor.

• **Abbott Laboratories**, North Chicago, is adding a high pressure research building and another structure for special chemical reactions to its plant. The two buildings will be in addition to the eight story research structure for which the company broke ground in June, which was announced in 1957. The high pressure and special reaction buildings will total approximately 7,000 square feet of floor area, but will be highly specialized for their particular use. Abbott has a five year expansion program of large proportions, of which these buildings will be a part. The high pressure research structure was designed by Battey and Childs and is being built by Jenkins and Boller, Inc.

• **The Brookshore Company**, Northbrook, offset printer and binder, is adding 8,000 square feet of floor area to its production space. Jones, Duncan and Norman, architect and engineer.

• **Coleman Instruments Company** in Maywood is adding a two-story expansion to its present building and also erecting a new building on the

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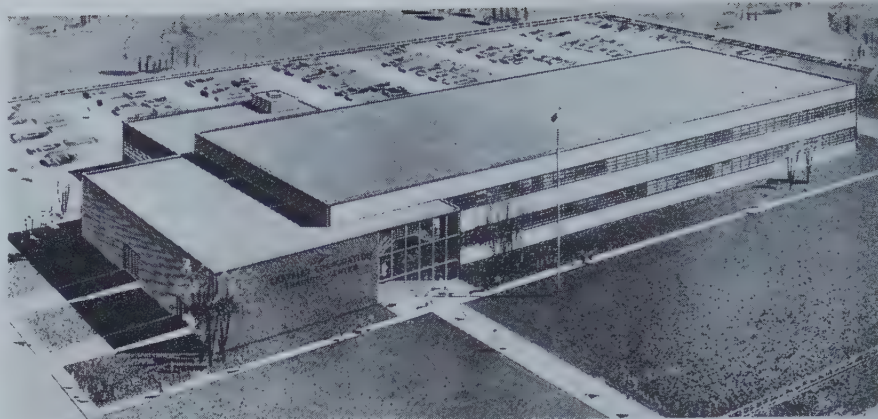
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Architect's drawing of the new Chrysler Corporation training center in Skokie, Illinois

premises which will have a total new floor area of 33,000 square feet. The company manufactures scientific instruments. A. Epstein and Sons, Inc., architect and engineer; Melwhite Builders, Inc., general contractor.

- **Gooder Hendrickson Company, Inc.**, in Chicago Heights, is adding 34,000 square feet of warehouse space to its plant in which it produces pre-fabricated steel joists. McClurg, Shoemaker and McClurg, architect.

- **Callaghan and Company**, 6141 N. Cicero avenue, is expanding its plant in Mundelein with the addition of 24,000 square feet of floor area. The company is a printer of law books, and the addition to its plant is designed by Olsen and Urbain; Cook Company, general contractor.

- **Acme Gravure Services, Inc.**, 1501 W. Congress street, is erecting a new plant of 23,000 square feet of floor area, located in Northwestern Industrial Park near Rolling Meadows. The company manufactures photographic supplies. Ralph. Stohl, architect.

- **Helen Curtis Industries** has acquired a one-story building with approximately 35,000 square feet of floor area at 4534 W. North avenue which the company will alter extensively before occupying for warehouse purposes. Helen Curtis is located at 4401 W. North avenue and is a prominent producer of cosmetics and beauty shop equipment. John Green and Company, broker.

- **Bloomfield Industries, Inc.** is adding 21,000 square feet of floor area to its plant at 4546 W. 47th

street in the Central Manufacturing District. The additional floor space will be used for warehouse and trucking facilities. A. Epstein and sons, Inc., architect and engineer; Nels Wagstad Company, Inc., general contractor.

- **David Architect Metals, Inc.**, 3100 S. Kilbourn avenue, is about to occupy an addition to its plant containing 13,000 square feet of floor area. Architect, Edward Steinborn.

- **Timmus Corporation**, subsidiary of Elkay Manufacturing Company, Cicero, is building a branch plant at 7224 W. 60th street, Summit. The plant will contain approximately 8,000 square feet of floor area for the production of laboratory and hospital equipment, stainless steel sinks, counter tops, etc. Abell Howe Company, general contractor.

- **Born Manufacturing Company**, Elgin, is having a new machine shop built for its use in Elgin, adjacent to the C. M. St. P. & P. Railroad, which will contain approximately 8,000 square feet of floor area. The company manufactures welding equipment and will move its entire operation to the new building upon completion. R. J. Stromberg, architect; Illinois Hydraulic Construction Company, general contractor.

- **GEFCO Manufacturing Company**, Grayslake, is adding 9,000 square feet of floor area to its plant in that suburb. The company also operates a plant in East Chicago. It produces loud speakers and other electronic products. Melvin A. Nelson, architect.

- **H. H. Evon Company, Inc.**, 3852 W. Lake street, will move its

entire operations to the newly acquired building at 6817 W. Lake street for the production of its line of edible nut products. The property contains 15,000 square feet of floor area. Lang, Weise and Cella and J. H. Van Vlissingen and Company, brokers.

• **Leavitt Tube and Metal Company, Inc.**, 1717 W. 115th street, is adding 7,000 square feet of floor area to its plant in which it manufactures electric welded steel tubing. Abel Howe Company, general contractor.

• **Keystone Alloys Company**, Latrobe, Pa., has built a one-story industrial building at 10101 W. Pacific avenue, Franklin Park. The firm manufactures storm windows and screens which it will assemble in the 6,000 square foot Franklin Park plant. Arthur Rubloff and Company, broker.

• **Pyro-Electric, Inc.** has acquired a 12,000 square foot building at 228 James street where it will produce thermo-couples and other heat sensitive devices and heating units. The company is a newly formed corporation. Lang, Weise and Cella and Oliver S. Turner Company, brokers.

• **A B A Organization**, 1809 N. Ashland avenue, will move its entire operations to the building it has acquired at 1910 N. Elston avenue. The company will carry on its business of silk screen processing in the 17,000 square feet of floor area it has acquired. Extensive remodeling and alterations will be undertaken before occupying the new space. Lustig, Goode Realty Company, broker.

• **A-1 Tool and Die Company** in Stone Park is erecting an addition to its shop which was designed by Robert Taylor, architect.

Another familiar symbol dear to the American heart is the worried businessman, gulping tranquilizers by day and sleeping pills by night. Yet three-fourths and more of the responding executives report no major office problems, no worries about home or finances, no fears about business decisions or falling behind in their work.

Most Have Hobby

Only 3.3 per cent take sedatives to induce sleep; only 4.6 per cent use tranquilizers; only 13.7 per cent are on special diets. Most executives report they have a hobby, take an annual vacation, sleep seven hours or more a night, and do not drink regularly at luncheon or before dinner.

The one area in which many management men may have strayed from reality is in evaluation of their own health. The Foundation study finds 82.1 per cent not concerned about their physical health, and 77.2 per cent given a clean bill in a recent medical examination.

But another study by the Foundation's parent group, Life Extension Examiners, reveals that executives who have no physical complaints may, in actuality, have disabilities. Conversely, from about 10 to 30 per cent of those who complain about their health have, in fact, no disability. The Examiners also found far

more cases of executive overweight than of heart trouble or high blood pressure.

Where, then, asks the Foundation, do the sources of executive tension lie—in the job, or in the man? Objectively, on the basis of their answers regarding job demands, only one out of four executives is exposed to constant stress. Subjectively, only one out of seven (13.3 per cent) thinks he works under continuous stress.

But a comparison of the constant-stress minority with the occasional-stress majority shows no important differences in work load. For example, the minority does a little more homework and business entertaining, but less traveling.

Tense Minority

On the other hand, among the tense minority, job boredom is 355 per cent greater, job insecurity is 174 per cent greater, and dislike of such extra demands as homework and entertaining runs about one- to two-thirds greater. And 60 per cent more of the high-tension group would like to retire by age 55!

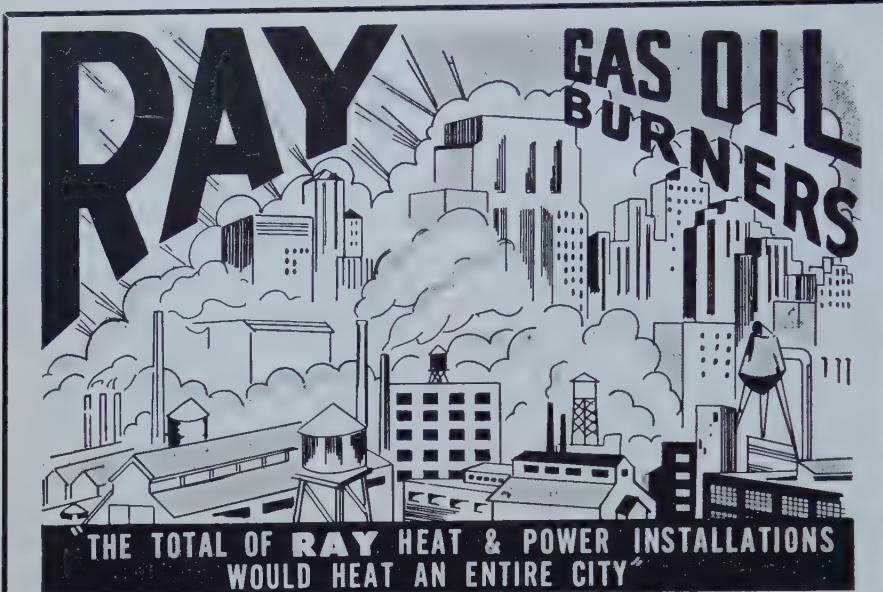
Problems in personal relations similarly score high among the constant-stress minority, with dislike of a business associate almost 100 per cent greater, and fear of self-expression 633 per cent more frequent. Suspicion that they are not receiving

Executive Tensions

(Continued from page 16)

incentives? An overwhelming 85.6 per cent report they feel secure in their jobs. Only 6.5 per cent are dissatisfied with their career progress, and only 6.2 per cent feel they deserve more recognition.





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just recognition for their work is 208.6 per cent more prevalent.

Although more executives in the 30- to 35-year age bracket showed constant tension, the significance of age as a factor was contradicted by the figures on job tenure. Only 7 per cent of those men with a company less than one year reported continuous stress, as against 13.6 per cent of those employed by the same firm more than five years.

Of special significance are the replies on personal habits. Compared with the low-tension majority, 86 per cent more of the high-tension minority allow themselves less than 15 minutes for lunch. One out of three are on diets related to gastric disorders, one out of five get no recreation at all, and vacation time runs 20 per cent below the overall average.

Though the length of the workday averages the same for both groups, more of the constant-stress group begin their day at 10 a.m. and don't start for home until 6 p.m. More of the little- or no-stress group work from 8 a.m. until 4 p.m.

Personal Problem

The tense ones are worriers, too—seven out of ten report some important personal problem. Compared to the majority, the men under stress report 175 per cent more office problems, and 75 per cent of these also indicate a personality conflict on the job. The state of their health worries 133 per cent more, but only 16 per cent more report an actual health deficiency. And although their incomes average above \$14,000, slightly higher than for the entire 6,000 executives, 83 per cent more are worried about personal finances.

The study should result in at least one notable contribution to America's mental health—the nation's business can now dispel some of its self-imposed guilt. For the Foundation's findings indicate that tension cannot be traced to age, occupation, or job demands. Rather, in the light of the high-stress group's responses revealing attitudes toward their jobs, business associates and personal conditions, the Foundation concludes:

"Tension is clearly identified with the personality of the individual executive and stems from within the man rather than from the outer forces of his living or working environment."

Transportation and Traffic



THE Supreme Court of the United States, in a 6 to 3 decision, held that so-called "hot cargo" clauses were legal but unenforceable. An employer who signs a union contract with a "hot cargo" clause promises not to handle goods termed by the union as "hot" because they come from a company having labor troubles. While the high court found that such clauses were legal, its ruling that unions cannot order their members to refuse to handle "hot cargo" makes the clauses worthless. In deciding the cases the Supreme Court laid down the following rule: "A union is free to approach an employer to persuade him to engage in a boycott, so long as it refrains from the specifically prohibited means of coercion through inducement of employees." The Interstate Commerce Commission last December ruled that motor common carriers cannot disregard their legal responsibility to serve the public in order to honor "hot cargo" clauses in union contracts. In an earlier decision the National Labor Relations Board held that "hot cargo" clauses in contracts between the unions and common carrier truck lines are in violation of the Taft-Hartley Act. "Hot cargo" contracts are written into most labor contracts in the trucking and building trades industries.

• **Association To Sponsor Another St. Lawrence Seaway Cruise:** Another St. Lawrence Seaway cruise is being sponsored this year by the Chicago Association of Commerce and Industry. The 1957 cruise was a tremendous success and was enthusiastically acclaimed by all who were aboard. This year's 10-day cruise aboard the S. S. North American will leave Chicago on Tuesday, September 2, and return on Friday, September 12. The ship will sail the Great Lakes, the Welland Canal, and

the St. Clair, Detroit and St. Lawrence Rivers, including the Thousand Islands. Those aboard will see Mackinac Island, Detroit, Toronto, Ogdensburg, Massena, Niagara Falls and the interesting places along the St. Lawrence Seaway. The complete cost for the cruise ranges from \$257.50 to \$297.50, depending upon the cabin location, and includes entertainment, excellent food, movies and illustrated lectures on the St. Lawrence Seaway. The passenger list will include many Midwest business, professional and civic leaders. This is an opportunity to combine pleasure with business, for the inspection trip has been designed to be a relaxing cruise as well as an instructive tour. For further information write or telephone the Association's Transportation Division, 30 W. Monroe Street, Chicago 3; telephone Franklin 2-7700.

• **Prehearing Conference in Central Area Motor Rate Case Postponed:** The Interstate Commerce Commission has postponed to July 30, 1958 the prehearing conference in No. 32385, Increased Rates—Central States Territory—1958 and No. 32385 (Sub No. 1), Emergency Increased Rates—Central States Territory—1958. The prehearing conference, which was originally scheduled for June 19, 1958, will be held at Washington, D. C., before Examiner Leonard J. Kassel. The proceeding involves a petition of the Central States Motor Freight Bureau for a general investigation into motor carrier rate levels in Central territory and for an interim emergency increase of seven per cent in commodity rates and five per cent in class and exception rates pending outcome of the investigation.

• **Proposed Tolls For St. Lawrence Seaway Made Public:** The St. Lawrence Seaway Development Cor-

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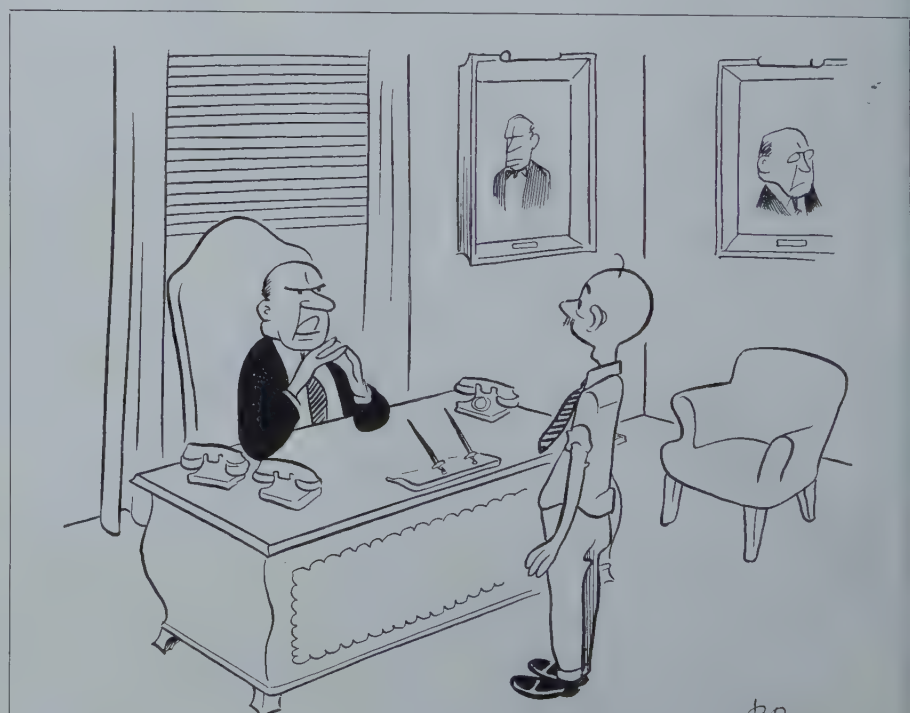
poration and the St. Lawrence Seaway Authority of Canada have announced the proposed tolls for ships using the St. Lawrence Seaway. For each passage through the entire seaway, Montreal to Lake Erie, a vessel would be assessed 6 cents per gross registered ton, 42 cents per ton of bulk cargo and 95 cents per ton of general cargo. Lesser tolls are proposed for passage between Montreal and Lake Ontario only and through the Welland Canal only. Public hearing on the proposed charges will be held August 6, 1958, in both Washington, D. C. and Ottawa, Ontario, Canada.

• **Transportation Study Authorized:** The Senate has passed and sent to the House a bill authorizing \$100,000 for a study of long range policy matters affecting national transportation. The investigation would be conducted by the Senate Interstate and Foreign Commerce Committee with the aid of outside consultants. The study calls for issuance of a report within 18 months on such questions as the need for regulation of transportation under present day conditions and, if there is need for regulation, the type and character of that regulation; the question of the desirability of a system of user charges to be assessed against those using government provided facilities; the subject of the ownership of one form of transporta-

tion by another; examination of federal policy on the subject of consolidations and mergers in the transportation industry; policy considerations for the kind and amount of rail passenger service necessary to serve and provide for the national defense; the relationship between federal regulation (and exemption therefrom) and federal promotional policy in regard to the various forms of transportation.

• **Chicago's Midway Airport Still the Nation's Busiest:** Chicago's Midway Airport was still the busiest airport in the nation in 1957 with 408,509 landings and takeoffs, according to a Civil Aeronautics Administration report titled "Federal Airways Air Traffic Activity." The country's other leading airports in terms of landings and takeoffs were Miami with 366,714, Los Angeles 319,590, Albuquerque, 310,711, Dallas 306,935, New York's La Guardia Airport 301,015, Phoenix 285,215, Denver 280,174, Washington, D. C., 277,783, and Long Beach, California 276,922. The report states that air traffic reached new all-time levels of activity last year, increasing 14 per cent over 1956.

• **Congress Passes Postal Rate Increase Legislation:** The Senate and House have passed by unanimous votes a bill to increase postage rates about \$530 million annually, and to



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boost the wages of postal workers approximately \$390 million yearly. The bill would increase postage rates as follows: Letters to four cents per ounce; air mail to seven cents per ounce; postcards to three cents each. In addition second class mail would be boosted 60 per cent on advertising matter and 30 per cent on non-advertising matter, to take effect over a three year period. Third class matter would be increased 66-2/3 per cent in two yearly steps.

• **Airlines to Discontinue \$3.00** Penalty on "No Shows": The scheduled airlines will discontinue, effective August 12, 1958, the \$3.00 penalty on passengers who fail to show up for their flights without giving the airlines adequate notice. The "no show" penalty has been in effect since September 15, 1957. The action was approved by the Air Traffic Conference of the Air Transport Association of America. The airlines will continue in effect, at least temporarily, rules requiring passengers to pick up tickets at agreed time, and to reconfirm intention to use the remainder of their reservations.

• **I.C.C. Suspends Extra Charge** on Order Bills of Lading Shipments: The Interstate Commerce Commission, by order in I. & S. Docket No. 6929, Terminal Charges on Order Bills of Lading Shipments, suspended a rule published in the railroad classifications proposing a terminal charge of \$3.00 per shipment on all less carload or any quantity shipments moving under order bills of lading. The proposed change was published to become effective May 20, 1958. In its petition for suspension of the rule, the Chicago Association of Commerce and Industry said that if the purpose of the proposed charge is to compensate for certain destination terminal expense which a carrier may on occasions incur on order bill of lading shipments such added costs should be taken care of through suitable tariff rules, aimed specifically at the particular situation, and not by an attempt to charge a penalty for the use of this type bill of lading which the carriers are required by law to furnish. Hearing will be held September 9, 1958, in Washington, D. C., offices of Interstate Commerce Commission.

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Carsten Witt	French	July 6
Transmichigan	Poseidon	July 6
Hermann	Poseidon	July 8
Geheimrat Sartori	Hamburg Chicago	July 9
Luksefjell	Fjell-Oranje	July 9
Ville de Quebec	French	July 9
Erholm	Swedish American	July 10
Veslefjell	Fjell-Oranje	July 10
Prins Willem IV	Fjell-Oranje	July 13
Prins Willem George Frederik	Fjell-Oranje	July 16
Skogholm	Swedish American	July 16
Transontario	Poseidon	July 16
Prins Frederik Hendrik	Fjell-Oranje	July 20
Svanefjell	Fjell-Oranje	July 22
Kurt Arlt	French	July 23
Prins Willem II	Fjell-Oranje	July 23
Traviata	Wallenius	July 29
Annik	French	August 6

United Kingdom Destinations

Makefjell	Fjell-Oranje	July 8
Luksefjell	Fjell-Oranje	July 9
Klaus	Liverpool Liners	July 12
Monica Smith	Swedish Chicago	July 12
Prins Willem IV	Fjell-Oranje	July 13
Manchester Prospector	Manchester Liners Ltd.	July 18
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Mariefors	Finlake	July 6
Ternefjell	Fjell	July 8
Erholm	Swedish American	July 10
Monica Smith	Swedish Chicago	July 12
Skogholm	Swedish American	July 16
Helsingfors	Finlake	July 16
Fredborg	Swedish Chicago	July 22
Thomas Schulte	Fjell	July 25
Traviata	Wallenius	July 29
Carlsholm	Swedish American	July 30
Tammerfors	Finlake	August 4

Mediterranean Destinations

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Suderholm	Montship-Capo	July 11
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Herford	Fabre	July 20
Joliette	Fabre	July 23
Capo Faro	Montship-Capo	July 25
Carl Levers	Niagara	July 31
Steven	Ellerman Great Lakes	August 12

Caribbean Destinations

Clemens Sartori	Ahlmann Trans-Michigan Ocean	July 14
Maria Anna Schulte	Ahlmann Trans-Michigan Ocean	July 24

Ideas From Outsiders

(Continued from page 17)

sary to determine the nature of the communication. Do not discuss with anyone anything you have read. Do not consider the value of the idea. Do not even acknowledge the letter unless particular circumstances make personal acknowledgment imperative. In such case, keep the letter to the brief point that the material is being forwarded to the Outside Ideas Department. By all means don't comment on the merits of the idea."

Correspondence Sealed

When the Outside Ideas Department gets a suggestion in the mail it keeps the correspondence sealed and segregated in a special, locked file, completely insulated from other company personnel until agreement is reached with the submitter as to the conditions under which the idea will be considered. The Department immediately sends a booklet to the submitter of the idea, explaining the company's policies and supplying forms for use. One form, to be signed when compensation is not expected, is a simple letter addressed to the company reading as follows:

"My suggestion concerning _____ is submitted gratuitously and without expectation of compensation. You are free to consider and use it without obligation to me for its consideration or use."

The other form, a printed letter to be signed where the submitter of the idea hopes for compensation, provides:

"I have read your booklet (G-251) on Policies Concerning Submitted Ideas. In consideration of the Company's being willing to examine certain ideas submitted or proposed to be submitted to it by me, I agree to the Conditions of Submission set forth in said booklet (also printed on the back of this sheet) and further agree that such Conditions shall apply to all additional disclosures made incidental to the original material submitted. The submission relates to the following subject matter. _____"

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to be established by such submission or is to be implied from consideration of the submitted material, and the material is not to be considered to be submitted 'in confidence.'

"2. The Company makes no commitment that the idea or material submitted shall be kept a secret.

"3. The Company does not obligate itself to pay any compensation whatsoever for its use of technical, advertising, business or other ideas which have not been patented. The Company is willing to consider such ideas only on the basis that it be left entirely to the Company to decide what compensation, if any, as the Company may at any time determine to be appropriate, as full payment for the unlimited right of the Company to use any such unpatented idea, and to make, use and sell any products thereof, with the understanding and agreement, however, that under no circumstances will such sum or sums exceed the total amount of \$500. If any such unpatented idea is subsequently covered by the claims of a patent, the foregoing right shall not include any rights under the claims of such patent but shall be limited to the right to use such idea prior to the issuance of such patent.

"4. The reception and consideration by the Company of any submitted disclosure of a patentable idea shall not in any way impair the Company's right to contest the valid-

ity of any patent that may have been or may thereafter be obtained on it. The submitter's sole remedy if he believes the Company to be infringing such patent shall be the enforcement by him under the patent laws of the United States or foreign countries of such rights as he may possess by virtue of his patent.

"5. The Company will give each submitted idea only such consideration as in the judgment of the Company it merits.

"6. The Company shall be under no obligation to return any material submitted.

"7. The Company shall be under no obligation to reveal activities by it or its affiliated companies related to the subject matter of a submitted idea.

"8. If the Company decides not to pay compensation for a submitted idea, it assumes no obligation to give reasons for its decision or to take any action other than to communicate its decision to the submitter.

"9. Entering into negotiations for the purchase of any ideas submitted, or the making of any offer for their purchase, shall not in any way prejudice the Company, nor shall this be deemed an admission of the novelty of the ideas, or of priority or originality on the part of the person submitting them or any other person.

"10. The foregoing conditions

shall inure to the benefit of The Goodyear Tire & Rubber Company and its present and future subsidiaries and affiliates and may not be modified or waived except in writing signed by an officer of The Goodyear Tire & Rubber Company or by its Patent Counsel."

With variations these same conditions are used by most other companies which have developed policies and systems for handling ideas from outsiders. Instead of fixing a limit of \$500 for compensation in the event the company uses an unpatented idea, however, General Electric provides that it has the option of purchasing for the sum of \$1,000 the unlimited right to use such idea. Other companies mention no fixed sum or limit and simply reserve to themselves the right to use the idea with the submitter relying on the company's sense of decency and fair play.

Chances Slight

By the time a submitted idea is ready to get serious consideration the person submitting it not only has agreed to the conditions but also has been forewarned that his chances of getting anything are relatively slight. "Our Company has a large staff devoted to improving our products and methods," Goodyear explains in its booklet. "This staff is constantly working on the development of both new and old ideas. In addition to its own original work, it has access to a large number of prior publications and other sources of information. It is not surprising, therefore, that many of the ideas submitted to the Company by outsiders are already known or available to it through the efforts of this staff. We feel sure that you will recognize it to be reasonable that compensation will not be given for the use of such old or previously available ideas should the Company at any time elect to practice them, whether or not we have previously given specific consideration to such ideas."

What kinds of ideas from outsiders do companies consider? Policy varies. Without urging people to make submissions, General Motors considers submissions having to do either with new products or improvements in its products, or with machines or methods for making them; it will not consider suggestions which cannot be patented.

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such as those having to do with ways of selling or advertising or running some part of the business. General Electric, Goodyear, and many other firms, however, will consider advertising and business ideas as well as patentable technical ideas.

Although companies lay down the detailed rules for their own legal safety, some of the rules happen to be good for the legal protection of the inventor too. Supplementing the rules, many firms advise people submitting suggestions to apply for patents wherever possible. Sometimes a copy of the patent application will suffice as a submission to a company.

Patentable Idea

If a person with a patentable idea prefers to submit it to a company without applying for a patent first, a company which thinks it might be able to use the idea will usually explore the patent possibilities. But in the interests of good public relations the firm usually advises a person making such a submission to make a written description and sketches of the idea, signing and dating both the description and the sketches for his own protection.

Some firms prefer to get ideas which are not already covered by patent protection. Their theory is that if the idea is good—and if it is patentable—the company's own patent experts can do a better job of drawing up the patent application than can be done by the inventor or his attorney. Most firms, however, prefer that a person submitting a patentable idea shall at least have applied for a patent before offering the idea for sale; they believe that patent protection for the inventor before submission is less likely to create difficult legal and public relations problems.

When a company wants to use an invention on which a valid patent has been issued or will soon be issued to the inventor, it usually tries to reach a prompt agreement to pay for the right to use the invention. If a patent is pending, for example, General Motors usually is willing to pay a reasonable amount for using the invention before the patent is granted as well as for rights under the issued patent. No agreement which obligates General Motors in any way can be made, however, except by a formal con-

tract signed by the president of the corporation or one of certain vice presidents stationed in Detroit.

People with ideas to sell usually offer them to large companies rather than small companies; they assume that the size of the pay-off is related to the size of the company using an idea. Theoretically this condition gives large companies an advantage, as a firm always needs new ideas to compete effectively. But, say most of the big businessmen, the ideas that come in the mail are more of a nuisance than an asset. The establishment of an outside ideas department is primarily a defensive measure to safeguard a company from law suits and bad publicity. The costs of running the department usually exceed the profits from ideas received; but the costs of the department usually are less than the probable costs of litigation which results

from the haphazard handling of ideas.

While a progressive company is alert for better ways of doing things, it cannot expect to find the ideas it needs in the mail. Instead, it develops methods of getting ideas more systematically—from within the organization, from expert consultants, or from trade journals and business literature. The decline of the independent inventor and the growth of research and development programs in industry are part of the trend.

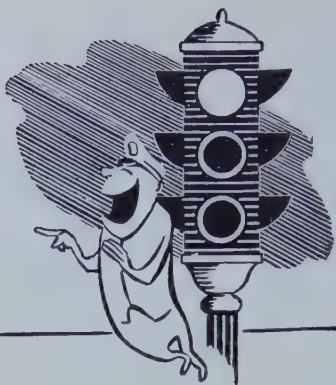
You need not feel unhappy, therefore, if your firm rarely gets suggestions from strangers. But if you are getting ideas in the mail and have not developed a well-considered policy and procedure for handling them, you ought to feel unhappy. Many a firm has regretted, too late, its failure to anticipate the possibility of getting burned on a hot idea.

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Chicago Buyers' Guide	23	Lou Steel Products Co.	24
Chicago Name Plate Co.	30	M	
Chicago Tribune, The	B.C.	Manpower, Inc.	33
<i>Foote, Cone & Belding</i>		<i>Fromstein & Levy</i>	
Clearing Industrial District	3	Mercury Travels, Inc.	10
Continental Envelope Corp.	9	N	
<i>Elliot, Jaynes & Baruch</i>		North Pier Terminal	25
D		<i>The Arbogust Co.</i>	
Damen Savings & Loan Assn.	38	P	
<i>Post Advertising Co.</i>		Peoples Gas Light & Coke Co.	I.F.C.
DeLeuw, Cather & Co.	34	<i>Needham, Louis & Brorby, Inc.</i>	
Donnelley, Reuben H., Corp.	27	Personnel Laboratory	30
<i>N. W. Ayer & Son, Inc.</i>		Phillips, Robt. T., & Asso.	24
Dorman, F. W., & Co.	25	Pics Photographers	32
<i>LeFebvre Adv.</i>		R	
E		Ray Heat & Power Co.	32
Efengue Electrical Supply Co.	35	Roman & Co.	35
<i>Elliot, Jaynes & Baruch</i>		S	
Elgin, Joliet & Eastern Ry	8	St. Paul Federal Savings & Loan Assn.	35
Empire Roofing Co.	37	Standard Oil Company (Indiana)	4
Empire Warehouses	29	<i>D'Arcy Advertising Co.</i>	
F		Stock Yard Inn	26
Furness, Withy & Company, Ltd.	36	<i>Fred C. Kenline</i>	
G		Swiss National Fair	24
Graf, L. J., Construction Co.	37	U	
Graves & Graves Corp.	28	United Air Lines, Inc.	2
Great Lakes Overseas, Inc.	36	<i>N. W. Ayer & Son, Inc.</i>	
H		Universal-Midwest, Inc.	30
Haines Co., The	24	<i>Merchandising Advertisers, Inc.</i>	
Harrington, J. J., & Co.	29	W	
Hellyer, Arthur L., & Co.	29	Waldorf Paper Products Co.	11
Hyre Electric Co.	28	<i>Scrymiger & Osterholt</i>	
<i>George, H. Hartman Co.</i>		Western Rust-Proof Co.	31
		<i>Gerren Advertising</i>	
		Western Ventilating Co.	33

Stop me...If...



Sightseers touring southern battlefields in a bus listened stoically to the comments of their driver-guide: "Here, a handful of our southern boys routed 30,000 Yanks. . . Here, one fine battalion from Georgia annihilated a corps of Yankee troops. . . Here, two brave Virginia boys captured an entire regiment of northerners. . ."

Finally a woman with an unmistakable New England twang asked, "Didn't the North win a single victory?"

"No, ma'am," the guide drawled politely, "and they won't as long as I'm running this bus."

A panhandler approached a prosperous looking man and asked him for a dime for a cup of coffee. "Is this all you have to do?" replied the prospect. "Look at you—you sleep on park benches, your clothes are in tatters, and you're hungry. Why don't you get a grip on yourself and go to work?"

"Go to work?" growled the loafer in disgust. "What for—to support a bum like me?"

"Just why do you want a married man to work for you, rather than a bachelor?" ask the curious chap.

"Well," said the boss, "the married men don't get so upset if I yell at them."

The children had all been photographed and the teacher was trying to persuade them each to buy a copy of the group picture.

"Just think how nice it will be to look at it when you are all grown up and say, 'There's Rose; she's married,' or 'That's Billy; he's a sailor.'"

A small voice in the back of the room piped up, "And there's teacher; she's dead."

Two girls were discussing men. Stated one: "Men are all alike."

The other gal, from the deep South, replied, "Men are all ah like, too."

An exasperated mother asked her young daughter, "Why can't you behave like the little girl next door?"

To which the darling replied, "Because she's a doctor's kid."

Mother wanted to know what that had to do with it. "Because," daughter said, "he always keeps the best ones for himself."

A bobby soxer hung around the desk of the librarian diffidently until the latter asked: "Is there any particular book you're trying to make up your mind to ask for?"

The young one blushed and whispered, "Do you think I could borrow 'Scouting for Boys'?"

Lady: "I was to have met my husband here two hours ago; have you seen him?"

Floorwalker: "Possibly, madam. Anything distinctive about him?"

Lady: "Yes, he would be turning purple by this time."

Toward the end of an extended tour of the United States, an Englishman fell into conversation with a Texan on a train. The Texan embarked on a long recitation of the wonders of the Lone Star State.

"Maybe you didn't realize it while you were going through my State," he said, "but all of Great Britain could fit into one corner of it."

"I dare say it could," said the Englishman drily, "and wouldn't it do wonders for the place!"

A couple whose new home was completed very recently had hardly moved in before the neighbors came over to inspect it. Naturally, the conversation was on the subject of the new house.

"It's very nice," commented one visitor, "but I don't see why you call this type of house a bungalow."

"Well," explained the owner, "we just don't know what else to call it. The job was a bungle, and we still owe for it."

Woman driver: "Can you fix this fender so my husband won't know I bent it?"

Mechanic: "No. But I can fix it so you can ask him in a few days how HE bent it."

Personnel manager to prospective employee. "Let's see now, Jones, you say here you were 23 years at your last place . . . why did you leave?"

Prospective employee, "I was paroled."

A grizzled British colonel, retired after years of service in India, was ill. It was diagnosed as hydropsy. "What's that?" he demanded of his doctor.

"Too much water in the body," the doc explained.

"But I've never take a drop of water in my life," the colonel snorted. After a moment's reflection, he added, "Must have been that blarsted ice."

Smart Alec Tourist—"What's your speed limit?"

Local Native—"Ain't got none! You fellers can't go through here too fast to suit us."

"You don't sell used cars? What kind of a drug store is this?"



"We have the usual fringe benefits, coffee breaks, office pool . . ."

New St. Lawrence Seaway Cruise

ANCHORS AWEIGH

Cruising the Great Lakes, the Welland Canal, the St. Clair, Detroit and St. Lawrence Rivers—including the Thousand Islands.

AHOY — GET ABOARD

See Mackinac Island, Detroit, Toronto, Ogdensburg, Massena, Niagara Falls and interesting places along the St. Lawrence Seaway.

The Chicago Association of Commerce and Industry invites you to enjoy ten wonderful days aboard the Steamship North American in a cruise and inspection trip that will be both pleasant and educational.

ABOARD SHIP—entertainment, excellent food, movies and illustrated lectures on the St. Lawrence Seaway. A distinguished passenger list, including Chicagoland business, professional and civic leaders.

SHIP SAILS TUESDAY, SEPTEMBER 2 — RETURNS FRIDAY, SEPTEMBER 12, 1958.

RESERVATION BLANK

St. Lawrence Seaway Cruise — Tues., Sept. 2nd to Fri., Sept. 12th.

- ☐ A Deck (Upper) Cabins for two at \$297.50 per person.
- ☐ B Deck (Middle) Cabins for two at \$282.50 per person.
- ☐ C Deck (Lower) Cabins for two at \$257.50 per person.

Chicago Association of Commerce and Industry
Transportation Division — 30 West Monroe Street
Chicago 3, Illinois

Enclosed is reservation fee of \$25.00 per person

NAME _____

FIRM _____

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PHONE _____ TITLE _____

(Single reservations made at same prices for double occupancy.)

(Single occupancy per cabin at 1½ times per person rate.)

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FOR THE FIRST TIME

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The new Seaway.

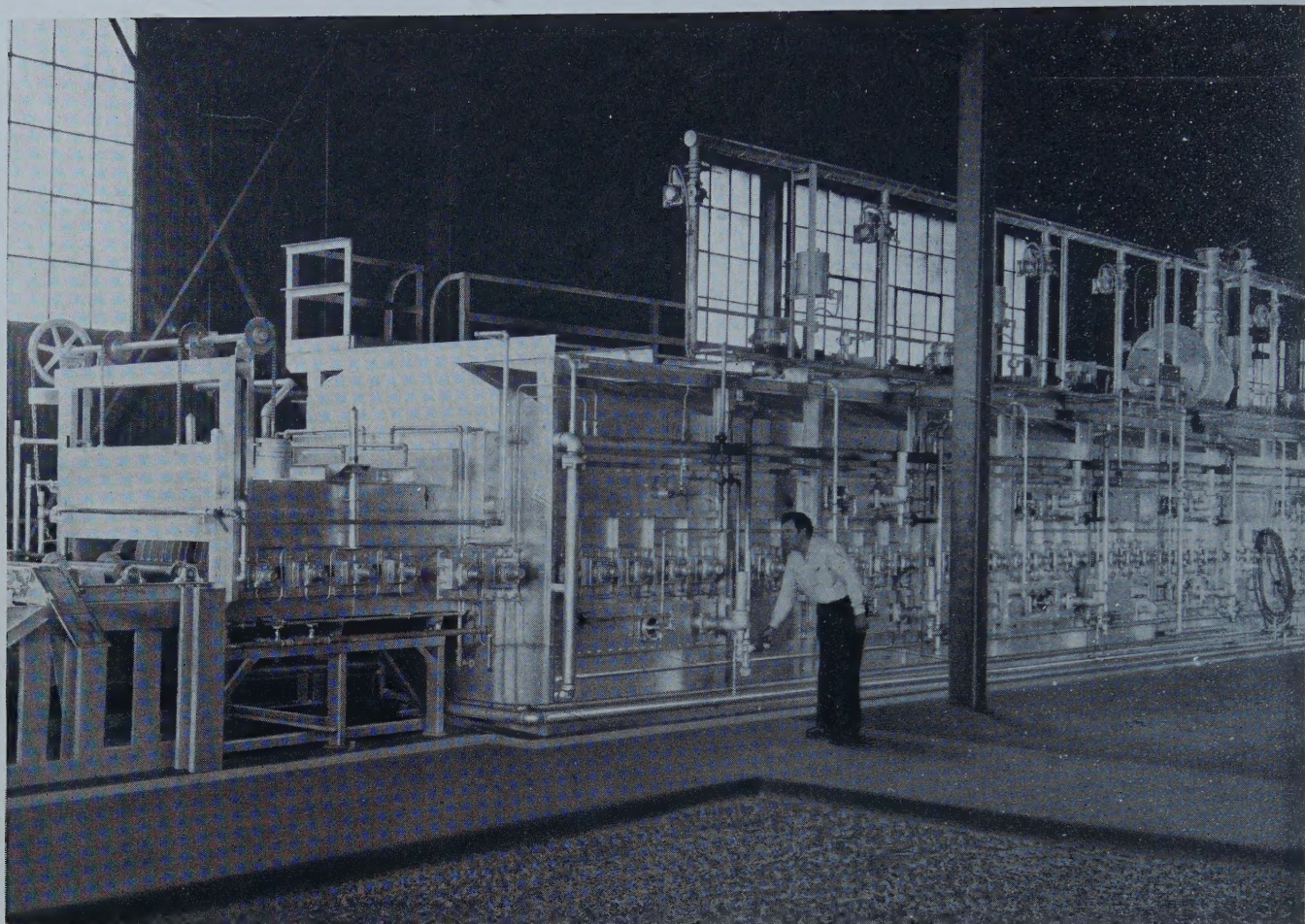
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The new locks and dams.

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The 2nd largest power dam
in the world in operation.

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World's largest Suspension
Bridge.

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Niagara Falls.

GAS AT WORK for Chicago's Industry



Recently installed at Wyckoff Steel Company, 3200 South Kedzie Avenue, is this modern 70-foot long (140 feet overall) Gas-fired continuous heat treating furnace. It automatically controls temperatures to maintain even heating throughout the complete range of operation requirements.

The Wyckoff Steel Company is recognized in the steel industry as a quality producer of cold finished bar steel, both carbon and alloy grades. Gas, the clean, fast and flexible fuel, is used throughout the plant and plays a major role in maintaining the high quality standards demanded for Wyckoff's products.

For information on how Gas can serve you in your production operations, call **WABash 2-6000, Extension 2449**. One of our industrial engineers will be glad to discuss Gas fuel and its economies as they apply to your plant.

INDUSTRIAL DEPARTMENT

THE
PEOPLES GAS
LIGHT AND COKE COMPANY



"Take a
handfull...
you earned
them tonight!"

The Braves never had a warmer welcome than Charlie Gátes got in Milwaukee that night.

The Friday night crew was standing by. The whole plant had been alerted for weekend work. Charlie had just come through with a real payload—a truckload of Inland Steel sheets, urgently needed by a sheet metal fabricator who was working on a contract for the top platforms of power mowers. Whether or not this power mower manufacturer kept a valuable contract depended on the fabricator's

beginning delivery of parts by Monday morning.

On very short notice, Inland was able to do its part by making delivery of a specially required steel a full week ahead of time. It isn't easy to juggle production schedules this way; it isn't always possible. But what's important—when you do business with Inland you'll find people who have a willingness to go out of their way for you.

Open July 1—New Inland District Sales Office in Houston, Texas

INLAND STEEL COMPANY

30 W. Monroe St. • Chicago 3, Ill. | Sales Offices: Chicago • Milwaukee • St. Paul • Davenport • St. Louis • Kansas City • Indianapolis • Detroit • New York • Houston



Other Members of the Inland Family
JOSEPH T. RYERSON & SON, INC.
INLAND STEEL PRODUCTS COMPANY
INLAND STEEL CONTAINER COMPANY*
INLAND LIME & STONE COMPANY*

*Division



2 ADS: 100,000 COUPON RETURNS

EverSweet Orange Juice was the advertiser.

The ads were full page, full color, in the Chicago Daily Tribune.

The offer was in quiet type down in a corner of the ad. In it EverSweet promised to send a coupon for a free quart of orange juice to everyone who sent in proof of purchase of 1 quart. One to a family.

More than 100,000 families accepted! Stores and dairies realized an immediate sales increase of 20%. And EverSweet acquired 9 new dairy outlets!

Here is evidence of the selling job you can do in Chicago with a good product, good advertising and *full color* in the paper most Chicagoans read, the Chicago Tribune.

The Tribune reaches more families in Chicago and suburbs than the top 7 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show.

Last year advertisers placed over 51 million lines of advertising in the Tribune—over 29 million more lines than they placed in any other Chicago newspaper. The Tribune works best for them—why not see what it can do for you?

The Tribune can do almost anything in Chicago